



"EXPLORING E-COMMERCE ADOPTION IN YEMENI ENTERPRISES: AN EMPIRICAL INVESTIGATION"

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Abstract

This empirical study delves into the adoption and utilization of e-commerce within Yemeni enterprises, shedding light on the current landscape of electronic business transactions in the region. With the global expansion of digital commerce, understanding the specific challenges and opportunities faced by organizations in Yemen becomes imperative for both academics and practitioners. Through a comprehensive analysis of data collected from Yemeni enterprises, this research aims to identify the factors influencing the adoption of e-commerce, assess the level of implementation, and examine the impact on organizational performance. The findings of this study provide valuable insights into the strategies needed to foster e-commerce growth in Yemen, offering recommendations for policymakers and business leaders seeking to leverage digital technologies for sustainable economic development.

Key words: E-Commerce, Yemeni Industries, Electronic Business, organizational performance

1.1 INTRODUCTION

In recent years, the global landscape of commerce has undergone a significant transformation with the advent of electronic commerce, or e-commerce. This digital revolution has revolutionized the way businesses conduct transactions, interact with customers, and manage operations. However, in Yemen, the integration of e-commerce into organizational practices faces numerous challenges stemming from limited internet infrastructure, inadequate workforce skills, and a lack of essential electronic resources. This study delves into the intricacies of e-commerce adoption within Yemeni enterprises, aiming to uncover the barriers hindering its implementation and to propose strategies for overcoming these challenges. By examining the factors affecting e-commerce adoption and assessing its impact on organizational performance, this research seeks to provide

valuable insights for policymakers, business leaders, and stakeholders interested in fostering the growth of e-commerce in Yemen.

1.2 STATEMENT OF THE PROBLEM

Despite the global proliferation of e-commerce, Yemeni organizations encounter significant barriers that impede the effective adoption and utilization of electronic business practices. Key challenges include the limited availability and reliability of internet services, widespread computer illiteracy among the population, and the scarcity of essential electronic resources within organizations. These obstacles hinder the seamless integration of e-commerce into business operations, hindering the potential for growth and development in the digital economy. Consequently, there is a pressing need to address these challenges and explore strategies for overcoming them to facilitate the successful implementation of e-commerce in Yemeni enterprises. This study seeks to identify and analyze the primary barriers to e-commerce adoption in Yemen and propose solutions to mitigate these challenges, thereby enabling organizations to leverage digital technologies for enhanced competitiveness and sustainable growth.

Emerged as important to study the Yemeni companies recognize and identify the obstacles faced by the exercise of this marketing trend in the Yemeni sectors, and can highlight the research problem of trying to answer the following questions:

- 1) What is the perception of marketing departments in organizations of the importance of ecommerce?
- 2) What are the problems and obstacles which prevent the application of e-commerce organizations?

1.3 THE IMPORTANCE OF THE STUDY:

- The importance of this study lies in its potential to address critical challenges and unlock opportunities for economic growth and development in Yemen. By examining the barriers to e-commerce adoption and proposing solutions to overcome them, this research aims to:
- By facilitating the integration of e-commerce into organizational practices, Yemeni enterprises can expand their market reach, improve efficiency, and compete more effectively in the global marketplace.
- E-commerce has the potential to stimulate economic growth by creating new opportunities for entrepreneurship, job creation, and innovation. By addressing barriers to e-commerce adoption, this study can contribute to the overall development of Yemen's economy.
- Addressing issues such as limited internet access and computer illiteracy can help bridge the digital divide within Yemeni society, ensuring that all segments of the population have access to the benefits of e-commerce.
- The findings of this study can inform policymakers, business leaders, and other stakeholders in developing strategies and policies aimed at promoting e-commerce development in Yemen. By understanding the barriers and enablers of e-commerce adoption, decision-makers can implement targeted interventions to support its growth.
- By providing recommendations for training and equipping organizational workforce with e-commerce

skills and resources, this study can help strengthen the capabilities of Yemeni enterprises to thrive in the digital age. The importance of this study lies in its potential to drive economic progress, empower businesses, and improve the quality of life for people in Yemen by harnessing the transformative power of e-commerce.

1.4 THE OBJECTIVES OF THE STUDY

The main objective of this study is to examine the reality of e-commerce organizations in Yemen and then reaching developed proposals, and its impact in this study.

1. To determine the extent of perception of the marketing department/administration for the important e-commerce in the Yemeni organizations.
2. To determine the obstacles that facing the implementation application of e-commerce in the Yemeni Organizations.
3. To submit of necessary proposals for the development of the application of the Yemeni organizations for electronic commerce.
4. To identify the impact of personal characteristics (the functional position - the Scientific specialization-years of experience) on the fields of study.

1.5 HYPOTHESES OF THE STUDY

In light of the problem of this study and its objectives this study seeks to examine the following hypotheses:

The **first** hypotheses: marketing managers recognize the importance of e-commerce in the Yemeni Organizations.

The **second** hypothesis: there are obstacles which contribute to hinder the application of e-commerce in the Yemeni Organizations.

The **third** hypothesis: the personal characteristics of the study sample inducing (functional position - Scientific specialization-and the years of experience) have a significant effect on the study fields of ecommerce (perception, obstacle).

2. LITERATURE REVIEW

The evolution in information technology reflected on the appearance of modern science positively the emergence of e-business and using the Internet in the marketing process are considered as an outset phase for development of the concept of traditional marketing mechanisms.

Perhaps the most important of these contemporary trends associated with the buying and selling processes where the traditional trade relies on the concept of traditional marketing that has passed through several stages of evolution. It begins with the productive tendency sales trend marketing trend social trend and moral tendency for the practices of marketing and sales. e-commerce stage was the latest trend resulted from the

corporating and the concepts of between information technology and globalization concepts and sales and modern marketing, where e-marketing was one of those tools through the development of the internet the development of e-commerce passed three stages/classification passed this stage in three classifications describes the emergence of e-commerce (PC 1960) (Internet era 1990-2000) (1990 wireless era 2000). (O'Connor, J. et al. 2004, 7-9) after the whole spectrum that the more we thought we had reached/understood the understanding of trade and marketing operations a new concept appeared and must followed. (Kotler: 2009.1) (Tai, Abadi :2009).

The revolution in the world of telecommunications and information profit technology allow trade gives new character added to its traditional activities and despite the fact that e-commerce is fast movement and variable name and expands to include more than economic sector accompanied the evolution in the means of electronic communication. (Choi, S. Et, al.1997,) the partial sense of the term defines /regards trade as the activities in which the trading of goods and services between different institutions and are governed by specific, agreed-upon rules whereas the electronic is the use of electronic means to complete the trade process, including the Internet . (Raafat Radwan 1999.13) e-commerce has been defined as follows.

The concept of e-commerce refers to, "the wide range of electronic commercial activities for goods and services in addition to all forms of commercial transactions where the communication between the parties is electronic as well as communicating directly." (Andom, Z.2003, p 6).

It can be understood that e-commerce, as it is defined in (encyclopedia management) as "the process of buying and selling of goods and services through the in Internet including the commercial transactions between businesses (B2B) as well as between organizations and consumers or consumer to consumer it includes electronic sales and purchases, paying bills electronically, and electronic auctions many techniques can be used as exchange data electronically, transfer electronic cash, credit cards and e-mail. can be defined "in terms of the benefiting capacity from the Internet and electronic means in the performance of the business process and therefore in this sense it refers to the trade, which is accelerated and enriched by means of information technology(IT) and the in Internet in particular." (nagm, 2009.49) the researcher defines the e-commerce as the exchange of goods and services between the business organizations and individuals through electronic means of communication, whether electronic communication was full or part of selling and receiving the products, was materialistic and the other was electronic and it includes all the business transitions of quotes and buying and selling.

Forms of e-commerce

We can look at the application of e-commerce from more than a corner the most important forms e-commerce are as follows:

E-commerce between occurs business to business this kind of trade between businesses with each other

where purchase and sell orders are sending and receiving electronically via electronic documents to resolve many of the trade issues between the companies, whether at the local or international level. (Radwan 1999.30), the forms of e-commerce have been classified among the business organization into four levels: from a lot to a lot (markets), from a little to a lot (mono-poles), a lot to the little (single purchase), from a few to a few (mono market) (pavlou, p.&elsawy,2002,p 7).

E-commerce between "B-2-C" Business to customer Trade "electronic stores" that provides the consumer access to the products and purchase request and the possibility of payment via electronic means and represents this part of the orientation of the Organization for sale online by electronic windows sites appear. (Radwan 1999.31)

E-commerce between the business unit and administration "government" Business to Administration . This include all transactions that take place between the state and business organizations electronically. Showing the samples and regulations and paying the dues to the government electronically is considered part of this administrative format followed in some countries that have electronic governments or government electronic gates in some countries that have governments or government electronic gates.

E-commerce between consumers and government administration (Administration to customer) electronic transactions take place on the consumer "citizen" with government agencies via the Internet where repayment is passion obligations or to obtain rights through e-government portals. (Radwan 1999.32-33). There are other types of e-commerce in addition to the four previous the challenges of the application of e-commerce in the Arab organization

The e-commerce application in organizations face many challenges, and requires that organizations reform the e-commerce as saturated activity, and the most important challenges facing the application of e-commerce in the Yemen organizations are as follows :

- 1) The lack of studies in the field of e-commerce to suit the speed of development that accompanies the concept and its contents and global expansion known in this area.
- 2) Taking the foreign studies and trying to apply marketing researches of electronic commerce on Arab reality without taking into account the differences between Arab and foreign consumers.
- 3) The lack of interaction between interested and Arabs economic thinkers and between what was produced by Western science of knowledge related to e-commerce can contribute to elaborate Arabic thought about it.
- 4) The perception of e-commerce as non-productive and the focus by organizations on the productive dimension only.

. METHODOLOGY

The sample of the study consists of twenty-five Yemeni industrial organizations. Within these organizations, participants were drawn from various roles such as marketing and sales managers, general managers, department heads, and other relevant managerial positions involved in decision-making processes related to e-commerce adoption and implementation.

This sample was selected to provide a diverse representation of perspectives and experiences within Yemeni enterprises, allowing for a comprehensive analysis of the factors influencing e-commerce adoption and the impact on organizational performance.

The study combines analytical and descriptive methodologies, incorporating hypotheses that are tested for validation or rejection. It maintains an empirical approach, grounding its findings in theoretical underpinnings. Utilizing a questionnaire, the researcher aims to fulfill the study's objectives. The sample comprises 20 Yemeni industrial organizations, with participants drawn from various roles such as marketing and sales managers, general managers, department heads, and similar positions.

The study adopts both analytical and descriptive approaches, aiming to validate or refute specific hypotheses. Grounded in empirical methodology, it integrates theoretical frameworks. The researcher employs a questionnaire to achieve the study's objectives. Participants were sourced from 20 Yemeni industrial organizations, encompassing various roles such as marketing and sales managers, general managers, department heads, and similar positions within the population under investigation.

The researcher used statistic package for social science (SPSS) to perform statistic operations that the study required to prove its objectives such as percentages, the standard deviation, frequencies, the mean, ANOVA Test.

The sample of the study includes industrial organizations in the Republic of Yemen, where the questionnaire was distributed to the marketing administrative leaders, and these organizations are considered the study population. The study sample was chosen from sales and marketing department of different categories (director general, managing director, head of department), or there representatives, as this category closest to identify the e-commerce in their organizations. and the reasons that led to the lack of is the application, the research has focused on marketing and sales since they are concerned in marketing and facilitate the task of the researcher in achieving the results that will be closer to the nature of marketing activity.

The subjects of this study are (20) industrial organization. The researcher distributed go questionnaire (50) to respondents who represent (20) organization the study sample and the percentage of responses to the questionnaire was (53) questionnaire and the rate response was (88.3%). the schematic study model can be expressed in the following figure (One).

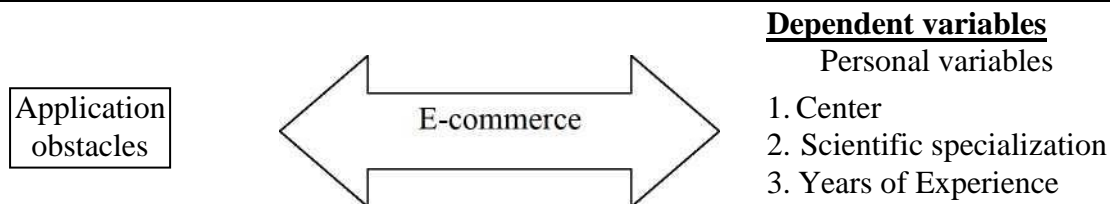


Fig: 1 Self Made Graph

Independent variables

Statistical Analysis Methods:

Data that have been obtained through the application of appropriate statistical methods to study the nature and objectives of the analysis process, using the statistical software package for Social Sciences (SPSS) was,

1. To identify the properties of the individuals and organizations of the study through the information's that are provided by the frequencies and percentages.
2. Arithmetic mean and standard deviation.
3. The use of test T-TEST to test the hypotheses on the level of the paragraphs of each area.
4. The Use of analysis variance style (ANOVA) to prove the hypotheses of the study.

4. RESULTS & DISCUSS

PRACTICAL ANALYSIS

Sample characteristics: Responsive distributed sample properties as follows: Table (1)

Percent	Frequency	Statement	Variable
7.5	4	Director General	Functional position
1.9	1	Deputy General Manager	
18.9	10	Director of the Department	
5.7	3	Deputy Director of the Department	
32.1	17	Head of Department	
34.1	18	Other.....	
100.0	53	Total	
31.2	16	Accounting	Scientific specialization
20.8	11	Business Administration	
11.3	6	Marketing	
5.7	3	Economy	
1.9	1	Engineering and Information Systems	
30.2	16	Others	
100.0	53	Total	
20.8	11	Less than five years	Years of Experience
54.7	29	5 years - less than 15 years	
17.0	9	From 15 to less than 25 years	
7.5	4	25 years and over	
100.0	53	Total	

Through Table I above show that:

- 1) The 67% represents the senior management of the director general and directors of departments and heads of departments as it is distributed among the members of the sample and the rest is marketing practitioners of the tasks associated with e-commerce.
- 2) The 59% of respondents are qualified in order to achieve the knowledge of e-commerce and requirements so that their specialties revolve around accounting, business administration and

marketing.

- 3) Constitute a class of 5 years- less than 15 years the largest proportion of workers with years of experience and this confirms that the employees have sufficient capacity to judge the extent of their awareness of e-commerce and constraints associated with.

The first hypothesis: perception the importance of e-commerce in the organizations Illustrated in Table II that the arithmetic average year for the field perception the importance of ecommerce in the organizations has reached (4.12), the degree emphasizes the availability of perception, according to the approved measure, which indicates that the surveyed organizations recognize the importance of e-commerce, as the standard deviation of the field (reached. 617), which refers to the views of respondents focus and lack of dispersion.

Table. II the arithmetic mean and standard deviation of the field of recognizing the importance significance of e-commerce

o c	paragraphs	average	standard deviation	value T	P-VALUE	degree of cognition
1	E-commerce may contribute to achieving the objectives of the organization	4.25	731.	42.261	.000	Very high
2	E-commerce leads to raise the sales organization size products of organization .	4.15	917.	33.312	.000	high
3	E-commerce achieves significant returns for the	3.85	794.	35.286	.000	high
4	E-commerce will help to improve the service provided to customers	3.94	918.	31.633	.000	high
5	E-commerce will help to increase the market share of the organization	3.89	776.	36.461	.000	high
6	E-commerce helps in establishing brand for the products of the organization	4.18	937.	31.651	.000	high
7	E-commerce to the Organization significant competitive advantages	4.11	784.	37.121	.000	high
Total		4.12	617.	47.432	.000	high

The first hypothesis: marketing managers are aware of the importance of e-commerce in the Yemeni organizations.

To test the first hypothesis of the study, the researcher calculated the averages and standard deviations of the related relevant paragraphs by to the organization awareness of the importance of e-commerce as well as the overall average for the area, so as to find out the degree of approval of the respondents to those paragraphs. then the researcher tested the sign of the differences between these averages, using a t-test per sample, so as to rule on the degree of approval, where is the difference statistically significant if the level of actual significance P value is smaller than the significance level adopted in this study (0.05). this confirms the degree of approval while if the level of significance t value is greater than the significance level adopted in the his study (0.05), this indicates that the respondents points at view on that paragraph was not clear.

T-test results for the one sample and described in table II has shown that there is statistically significant difference between the averages of the paragraphs relating to the realization of organizations for the importance of e-commerce, where were all the values of is smaller than the values of significance level adopted in this study, (0.05), this confirms the degree of approval for the Trends of managers to the paragraphs on the importance of e-commerce. And we can confirm this result by the average of the field (4.12), a degree of availability of perceptive paragraphs according to the approved measure. This indicates that the managers in the Yemeni organizations realize the importance of e-commerce. It is through what has already we come up with acceptance of the first hypothesis, which states that realize marketing managers the importance of e-commerce in the Yemeni organizations.

The second hypothesis:

Table. III the arithmetic mean and standard deviation of the field of obstacles to e-commerce application:

o c	paragraphs	average	standard deviation	value T	P-VALUE	The degree of cognition
1	Limited the spread of the Internet service in Yemen	4.16	918.	32.541	.000	high
2	Non-Proliferation known online shopping	4.25	853.	36.244	.000	high
3	Unavailability of electronic equipment in the organization	3.17	1.172	19.684	.000	Medium
4	Scarcity specialized in technology and information technology skills	3.47	1.149	24.197	.000	high
5	Increase potential competition in the electronic market	3.17	1.156	19.965	.000	Medium
6	Lack of confidence in electronic payment methods	3.83	1.151	26.524	.000	high
7	Weak regulations and legislation on e-business	3.96	981.	29.439	.000	high
8	The spread of computer illiteracy in Yemeni society	4.23	1.131	29.841	.000	Very high
	Total	3.74	.592	45.816	.000	high

The constraints facing the application of e-commerce it is clear from table no III that. overall the arithmetic average for the field of obstacles to the application of e-commerce in organizations has reached (3.74), the degree of availability constraints according to the approved measure, which indicates that the constraints in the questionnaire contribute to impede e-commerce application, as was the standard deviation of the field (.592), which refers to the views of respondents focus and lack of dispersion.

The second hypothesis: there are obstacles contributing to impede the application of e-commerce in the Yemeni organizations.

The results of t. Test of the one sample that is showed in table III that then are that there are statistically significant difference between the averages of the paragraphs where all the values are smaller than the values of the significance level in this study (0.05), which confirms the degree of approve of the paragraphs related to the constraints of e-commerce application. Through the above analysis it is clear that the members of the surveyed organizations assert the existence of obstacles to the application of e-commerce in the Yemeni organizations. This result can be confirmed by the average of the field of (3.74), a degree of availability of constraints according to the approved measure. This indicates that the Yemeni organizations support the existence of obstacles to ecommerce application.

Through the statistics in table III we come up with the acceptance of the second hypothesis, which states that there are obstacles contributing to impede the application of e-commerce in the Yemeni organizations.

The third hypothesis:

The personal characteristics of the study sample (Functional position - Scientific specialization- years of experience) have a significant effect on the fields of e-commerce study (perception, constraints).

To prove the third hypothesis the variance analysis (ANOVA) will be used to identify the differences between the responses of respondents about the areas of study which can be attributed to the personal characteristics of the members of the sample, where the difference statistically significant if the significance level value is smaller than the significance level adopted in this study (0.05) the following results are obtained/achieved:

Table. IV analysis of variance for answers to recognize the importance of e-commerce by the personal characteristics of the study sample test results.

The signal level	(F) value	value of squares	degree of freedom	Sum of squares	Source of variation	variables	
354.	1.138	428.	5	2.140	Between groups	Functional position	n o 00 g. o'
		376.	47	17.672	Within groups		
			52	19.812	Total		
977.	155.	064.	5	322.	Between groups	Scientific specialization	
		415.	47	19.490	Within groups		
			52	19.812	Total		
034.	3.124	1.060	3	3.181	Between groups	Years of Experience	
		339.	49	16.631	Within groups		
			52	19.812	Total		
436.	986.	354.	5	1.768	Between groups	Functional position	
		359.	47	16.858	Within groups		
			52	18.626	Total		
975.	162.	063.	5	315.	Between groups	Scientific specialization	
		390.	47	18.311	Within groups		
			52	18.626	Total		
		135.	3	404.	Between groups	Years of	

781.	362.	372.	49	18.223	Within groups	Experience	
			52	18.626	Total		

The source (SPSS output) and the table is prepared by the researcher Table (4) indicates that:

- 1) There are no statistically significant differences between the answers to the understanding of organizations of the importance of e-commerce according to the personal characteristics (Functional position - scientific specialization) at the level of (0.05), where we note that the statistical significance level is greater than the significance level at which test conducted the (0.05) and this shows that there are no differences.
- 2) There are significant differences between the answers to the understanding of organizations of the importance of e-commerce according to the personal characteristics (years of experience) at the level of (0.05), where we note that the statistical significance level is less than the level at which is the test conducted (0.05) This shows the existence of differences. The researcher attributed this to the fact that the majority of the sample members concentrated its expertise for a period of 5-15 years and this will affect the extent of cognition dramatically.
- 3) There are no statistically significant differences between the answers to the constraints of the application of organizations for e-commerce according to the personal characteristics (Functional position - scientific specialization - years of experience) at the level of (0.05), where we note that the statistical significance level is greater than the significance level at which is the test conducted (0.05) and This shows that there are no differences.

CONCLUSION

The study found that the managers recognize the importance of E-Commerce in the Yemeni organizations, and more aware that the areas of E-Commerce helps to contribute to achieving the organization's objectives, and its contribution to raising the sales of organization products.

The study found that there are obstacles to contribute impede the application of e-commerce in the Yemeni organizations. And the most important reasons that lead to the obstruction of ecommerce application are the Proliferation of online shopping, the proliferation of computer illiteracy in Yemeni society, and the limited development service Internet in Yemen.

There are no statistical differences between the answers on the level of awareness of organization for the importance of e-commerce and personal variable (Functional position - Scientific specialization). Statistical differences between the answers on the level of organizations awareness for ecommerce and personal variable (years of experience).

There are no statistical differences between the answers on the level of the obstacles facing application of e-commerce and personal variables (Functional position -Scientific specialization- years of experience).

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