

**THE EFFECT OF REMOTE WORK ON MARKETING PERFORMANCE:
EVIDENCE FROM SAUDI ARABIA**

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Abstract

The aim of the research is to test the impact of remote work on marketing performance in private schools in the cities of Abha and Khamis Mushait, and to determine the level of workers' application of remote work in private schools in the cities of Abha and Khamis Mushait, and to know the level of marketing performance in private schools in the cities of Abha and Khamis Mushait, as well as determining the level of marketing performance in private schools in the cities of Abha and Khamis Mushait. The essential differences with statistical significance between the research variables represented by (remote work and marketing performance) that are due to the variables of gender, age, experience and educational qualification. The researcher used the descriptive analytical method using the electronic questionnaire directed towards the research community represented by all workers in private schools in the city of Abha and Khamis Mushait, whose number is (1942). The questionnaire was distributed to a simple random sample of (320) individuals working in private schools in the cities of Abha and Khamis Mushait in Saudi Arabia, and the sample size was determined based on the tables for determining the size of the sample, which represents 16.5% of the community size and constitutes a high proportion. The statistical methods represented by percentages, arithmetic mean, standard deviation, Pearson correlation, simple regression analysis, analysis of variance and least significant difference test were used. The research concluded with several results, the most important of which are: There is an impact of remote work on marketing performance in private schools in the cities of Abha and Khamis Mushait, and remote work is applied at an average level among workers in private schools in the cities of Abha and Khamis Mushait. The level of marketing performance is also average in private schools in the cities of Abha and Khamis Mushait. The study also concluded that there are no fundamental differences between the average responses of the sample members towards the axes of the study represented in (remote work - marketing performance) due to gender. There are no significant differences between the averages of the respondents' answers towards the axis of the study represented in (remote work) due to the academic qualification. There are no significant differences between

the averages of the sample members' answers towards the study axis represented in (marketing performance) due to years of experience and years of age, but there are substantial differences between the averages of the sample members' answers towards the study axis of (marketing performance) due to the academic qualification. For the benefit of the study sample with a bachelor's degree. There are also substantial differences between the averages of the sample members' answers towards the study axis of remote work due to experience, and the differences were in favor of the study sample members with experience (5- less than 10 years). There are also substantial differences between the averages of the sample members' answers towards the study axis of remote work due to age, and the differences were in favor of the study sample members of the age group (from 30 years to less than 40 years). The researcher recommended several recommendations, the most important of which is that private schools in the city of Khamis Mushait and Abha should pay attention to remote work and provide the necessary capabilities to improve and develop remote work, especially in times of crisis such as the Covid-19 pandemic, and because of its great impact on marketing performance.

Keywords: Remote work, marketing performance, private schools, Saudi Arabia.

Introduction

Background of the study

Technological progress and the communications and information revolution have contributed to the adoption of electronic applications in various fields of work, and the Corona epidemic has imposed on countries and institutions in general and especially in adopting technology applications and working remotely in response to the laws and government policies related to the ban and reducing the number of workers in institutions and in short working times as precautionary measures that contribute to Limit the epidemic and reduce possible infections. This imposed the need to think about the application of Telework in many jobs within the establishments in order to be able to provide their products and services to the public while at the same time complying with the health laws imposed by the government represented by the Ministry of Health.

Teleworking achieves real productivity for both employers and remote workers, and the per capita income rates for self-employed entrepreneurs are higher than those who work in traditional jobs. We can say that remote workers are characterized by more self-satisfaction than those who work in traditional jobs. (Najm, 2018).

Organizations aspire to occupy an important position in the market, and so it has only been achieved with the ability to compete and achieve positive results, and therefore they are developing new marketing mechanisms that enable them to continue to compete. (Abdul Hafeez, 2019)

Perhaps the most important institutions that have adopted technology and Telework were marketing institutions due to the importance of completing and continuing marketing and selling to a large segment of consumers in light of the Corona pandemic.

Thus, the individual in the organization whenever his goals coincide with the goals of the organization and whenever he has a strong desire to maintain his work and exert the highest levels of effort to stay in it, this is evident in his performance and the performance of the tasks required of him in his work. (Al-Zahrani, 1424).

Statement of the problem

By informing the researcher of several previous studies on the subject of remote work, such as the study of: Bubshait, Abdul Rahman Saleh, (2020), the study of Najm, Ali Rizk, (2018), the study of: Naim, Nour Fadl, (2017), and the study of: Issa, And Suleiman, and Luqm (2017), and a study: (Karácsony, 2021). And a study: (liu, Wan & Fan, 2021).

The researcher also reviewed several previous studies in the field of marketing performance, such as: Bilal, Siddiq, and Hamid Shukr, Abdul Amir. (2020). And a study: Faraj, and Al-Hindawi, (2019)...etc.

The researcher did not find a previous study that combines the variable of remote work and the variable of marketing performance. Remote work, with its benefits or benefits on institutions and on society, and its many effects in several administrative and organizational aspects, but the search for these effects and benefits has not yet been studied from all aspects. The most important of which is the impact of remote work on marketing performance (according to the researcher's knowledge of previous studies), and this is a major problem that deserves research and study to know its aspects and effects accurately, which contributes to encouraging and motivating institutions to work remotely or reduce it.

Research questions:

The research questions stem from the main question as follows:

- 1- Is there an impact of Remote work on the marketing performance on private schools in the cities of Abha and Khamis Mushait the Kingdom of Saudi Arabia?
- 2- What is the extent of the application of Remote work for employees of on private schools in the cities of Abha and Khamis Mushait the Kingdom of Saudi Arabia?
- 3- What is the extent of the marketing performance of on private schools in the cities of Abha and Khamis Mushait the Kingdom of Saudi Arabia?
- 4- Are there fundamental differences with statistical significance between the research variables represented by (Remote work and marketing performance) due to the variables of gender, age, experience and educational qualification?

Research Aims:

The research aims to achieve the following main objective:

Determining and testing the impact of Remote work on the marketing performance of on private schools in the cities of Abha and Khamis Mushait the Kingdom of Saudi Arabia.

The following sub-goals emerge from the main objective:

- 1- Determining and knowing the level of Remote work application for employees of on private schools in the cities of Abha and Khamis Mushait the Kingdom of Saudi Arabia.
- 2- Knowing the level of marketing performance in on private schools in the cities of Abha and Khamis Mushait the Kingdom of Saudi Arabia.
- 3- Determining the essential differences of statistical significance between the research variables represented by (Remote work and marketing performance) due to the variables of gender, age, experience and educational qualification.

Research hypothesis:

The first main hypothesis:

There is an impact of Telework on the marketing performance of on private schools in the cities of Abha and Khamis Mushait the Kingdom of Saudi Arabia.

The second main hypothesis:

There are significant differences with statistical significance between the research variables represented by (Telework and marketing performance) due to the variables of gender, age, experience and educational qualification.

Significance of the Study

- **Theoretical importance**

- 1- Contributing to enriching the theoretical literature with regard to the research topic represented by Telework and marketing performance.
- 2- The importance of the topic of Telework in light of the Corona pandemic.
- 3- To highlight the relationship and impact of Telework on marketing performance.

- **Practical importance**

- 1- This study helps in negating or proving the role and relationship of Telework with marketing performance, which helps organizations' management in adopting or limiting Telework for workers in general and for workers in the Saudi marketing sector in particular.
- 2- Applying the study in the Saudi work environment, which may have connotations and meanings that benefit the Saudi decision-maker in raising the level of Saudi marketing performance.
- 3- The study may contribute to promoting Telework and benefiting from the effects of Telework in several aspects, such as reducing costs and reducing infections with Corona disease....etc.

Remote work

Overview of Remote work

The term " Remote work " refers to distributed work and virtual work that represents revolutionary and innovative patterns, which have become effective ways to avoid major crises and market risks. (liu, Wan & Fan, 2021).

Remote work is defined as a form of organizing and/or performing work using information technology, where work can be performed away from the employer's premises regularly and "telework" was defined for the first time as the term "work from home". And since the 1970s, there has been no consensus on the exact definition of telecommuting. This fact is also confirmed by the diversity of the spread of the concept. Remote work is variously referred to as "telework," "work from home," "virtual work," "flexible work," and "approved work." (Karácsony, 2021)

Remote work is traditionally defined as the practice of working from different places - mainly outside the office - using different information and communication technologies,). As explained by Nils (1975) and Baruch (2001), such techniques may improve the performance of workers in terms of productivity. Accordingly, companies should consider these technologies as a new way for business success. Moreover, by working remotely, companies may have better access to talent, which enhances companies' employability potential while improving their organizational structure and flexibility.

(Abu Madi, 2015) defines Telework as: "The employee's ability to complete his job tasks from a place far from the workplace using modern information and communication technology.

And (Najm, 2018) defined it as: "The possibility of completing the tasks assigned to the employee from a place far from the office, whether the nature of the work is full or part-time or on certain days, and communication is usually electronic, and the use of information technology and modern communication methods is required."

The importance of Remote work:

In terms of efficiency, remote work can reduce energy expenditure in the workplace, as well as emissions from employees' daily trips to and from work. Therefore, remote work is an environmental strategy that reduces harmful environmental impacts by reducing pollution, traffic jams, congestion and accidents in terms of social benefits. Several authors have provided online communication platforms, such as Slack or Flip Grid, where members post a short video to showcase their progress. Present. (Saura, Ribeiro-Soriano & Saldana, 2022)

The relationship between Remote work and job satisfaction:

Golden and Veiga (2005) showed a relationship between teleworking and job satisfaction, where the inverted U-shape of this curved line indicates that if the level of teleworking is relatively low, job satisfaction increases. However, when the level of remote work is relatively high, the effects of lost interaction and feelings of isolation offset the benefits of telework, with negative agreement on job satisfaction. In conclusion, the effect of remote work showed the most positive results in terms of job satisfaction, and it is expected that the negative effects of remote work, such as deterioration of work relationships or a feeling of isolation, will not outweigh the benefits of telework in terms of overall job satisfaction (Karácsony, 2021)

The relationship between Remote work and job performance:

Telework is not a byproduct of COVID-19, but it has received widespread attention as a result of the catalytic impact of the crisis, leading us to re-evaluate its importance. However, whether implementing remote work can improve employee performance is a concern for organizations. Researchers have investigated the relationship between remote work and performance, and most acknowledged its positive role. Teleworking is considered an effective way to reduce work stress and intent to turn around. (liu, Wan & Fan, 2021)

Advantages and disadvantages of Remote work:

When people are dissatisfied with their jobs, it also has a negative impact on the outcomes of work and personal life. Some employees have real problems managing their job and family responsibilities at the same time, leading to increased stress and anxiety due to overload. Remote work can provide a solution to these few major problems, and offers many advantages, but at the same time, its disadvantages cannot be neglected. (Karácsony, 2021)

The following table No. (1) shows the advantages and disadvantages of Remote work:

Table 1: Advantages and disadvantages of Remote work.

Level	Potential benefits/advantages	Potential challenges/disadvantages
Society	- Environmentally friendly - Better for individuals with disabilities	Isolation from social institutions
Employer	- Lower turnover - Wider and more varied job offer - Less absenteeism - Reduced overheads = Greater productivity	- Increased IT demands Security issues - Not fit for every task - The challenge to the possibility of control and motivation of teleworkers - Loss of teamwork
Worker	-Reduced commuting time/costs -Higher autonomy -Higher job satisfaction	-Added family–work conflict = Working on holidays -Social and professional isolation

	-Lower stress -Better work-life balance	-Missed opportunities
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Source: Karácsony, 2021, p. 2.

Remote work Measurement:

Currently, the main ways to measure telework is to ask participants if they teleworking and then code the percentage of total hours of teleworking per week. and the second metric, including a separate item to collect information about how many times per week they work at home. Question: On average, how many days per week do you work at home during COVID-19? This procedure has been approved in several studies and proven to be feasible. (liu, Wan & Fan, p.2021. 2087)

Marketing performance:

Overview of Marketing Performance

Marketing performance is defined as: “a set of outcomes resulting from the activities and practices carried out by the organization, which are expected to meet the planned and set goals” (Faraj and Al-Hindawi, 2019)

(Ismail and Bayhawi, 2019) sees through the multiple definitions of marketing performance that it focuses on the extent to which marketing objectives are achieved, by gaining customer satisfaction and ensuring survival in the market.

Marketing performance is a commonly used construct or factor to measure the impact of a business strategy. Business strategies are always directed to produce better performance. For this reason, the metric to use is one based on activity or market orientation. Marketing activities that produce marketing performance are also important, backed by the expertise of entrepreneurs who are proactive, innovative and risk-taking. The unique characteristics of resources are guaranteed, companies can strategically mobilize resources and capabilities, which makes it possible to advance marketing capabilities to improve marketing performance. Marketing performance is the output of activities in a business with market orientation and innovation (quality) information. The quality of marketing performance backed by market orientation and entrepreneurial orientation can be superior in business. New products are factors that can increase the success of new products related to creating high value for consumers. Creating high value for consumers is a stepping stone for companies to improve their marketing performance by providing an overview of business strategies supported by knowledge of resources/experience. (Kristinaea & et.al, 2020)

Importance of Marketing Performance:

(Daivd, 2001) showed the importance of marketing performance as follows: (Al-Bayati, 2019)

- Identifying the extent of the organization's goals.

- Availability of information for the various administrative levels for the purposes of planning, control and decision-making based on scientific and realistic facts.
- Performance leads to the detection of efficient elements with experience, knowledge and skill, and placing them in important and appropriate positions. As well as identifying the elements that need support and development to advance their convictions to the level of success.
- Ensure that coordination is achieved between the various departments of the organization.
- Diagnose critical errors and preferences in the process and take the necessary steps to address and take care of them.
- It helps to achieve comprehensiveness and rationality in the planning and decision-making processes.
- Continuous marketing review helps to make continuous improvements in marketing performance.

Improved marketing performance affects organizational effectiveness and business strategy in the market, such as: increasing sales, revenue, market and consumer effectiveness in small businesses. The changing business environment. Business excellence in resources and supporting the availability of raw materials in commercial supply chain management are the key points of business that can increase profits, sales and access to a larger market. (Kristinaea & et.al, 2020)

Dimensions and measurement of Marketing Performance:

The challenge faced by the marketing function is to document how marketing activities contribute to the company's financial performance. This challenge has led to an increase in interest in measuring marketing performance among academics and practitioners alike, and on the other hand, it has contributed to an increased interest in marketing performance measurement, which is the need to use relevant measures. To improve the allocation of marketing resources and departmental effectiveness. Hence, new knowledge about relevant marketing performance metrics is needed. The marketing literature presents a wide and varied range of possible marketing performance measures, both from a theoretical and practical perspective. In practice, it is often seen that key marketing departments operate on the basis of long lists of performance metrics that require significant resources to keep abreast of the latest developments and that do not necessarily contribute to a coherent and logical picture of the impact of marketing investments. (Grønholdt & Martensen, 2006).

Marketing performance indicators are: "Simple quantitative criteria derived from the organization's goals and strategies, often expressed in numbers, as expressed in time, and measure the effectiveness and efficiency of the marketing function in the extent to which

customers are satisfied and their loyalty is ensured.” It should be noted that there are Researchers and writers differ in determining the marketing performance indicators in their studies and according to their different points of view, but they are usually divided according to four criteria: quantity, quality, cost and time. The current trend in measuring marketing performance is to use non-financial output measures such as customer loyalty and satisfaction, innovation ability, service quality with financial output measures such as profitability, sales growth. (Ismail and Bihawi, 2019)

Marketing performance is one of the company's performance measures. This performance can be measured using annual sales level, market share growth and operating profit. Achievements of marketing performance are determined by several factors, among which are the implemented business strategy. An important business strategy capable of increasing total sales is the promotional strategy. In addition, the promotional strategy is also able to enhance the competitiveness of the company because by conducting promotions, the brand of the product becomes more recognizable and always remembered by the market. In other words, it has a positive effect on achieving marketing performance. (Yasa & et al. 2020, p.2846)

From the above, it can be said that the dimensions of marketing performance are as follows: (Faraj and Al-Hindawi, 2019)

- Customer satisfaction with the company's products.
- Continuous growth in the company's sales.
- Achieving satisfactory profit rates.
- Increasing the market share by adding new customers.
- The speed of the company's response to customer suggestions.
- Relative stability in the prices of the company's products.
- Efficiency of the company's marketing activities.
- Gaining a competitive advantage over competitors.

Many writers also agreed on measuring the marketing performance of the company through the following metrics: (Yahya, 2012)

- Financial metrics.
- Market share.
- Customer satisfaction and loyalty.
- Sales growth.
- Creativity or innovation.

Previous studies:

Studies related to the independent variable: (Remote work)

Saura, Ribeiro-Soriano & Saldana (2022) exploring the challenges of remote work on Twitter users' emotions: from the development of digital technology to the post-pandemic era. The

boost in technology use and development, caused by the COVID-19 pandemic and its consequences, has accelerated the adoption of new technologies and digital platforms in businesses. Specifically, companies have had to change their organizational and business structures. In this context, this current study aimed to identify the main opportunities and challenges of remote work through the use of digital technologies and platforms based on the analysis of user-generated content (UGC) in Twitter. Using Computer Aided Text Analysis (CATA) and Natural Language Processing (NLP), in this study, an emotion analysis was run developed with Textblob, which works with machine learning. Then a mathematical algorithm known as Latent Dirichlet Allocation (LDA) was applied to model the subject. Based on the results obtained from these data mining techniques, the researchers identified 11 themes, 3 of which are negative (virtual health, privacy concerns and stress), 4 are positive (work-life balance, less stress, future and engagement), and 3 are neutral (New technologies, sustainability and technology issues). In addition, they also identified and discussed 6 opportunities and 5 challenges regarding the use and adoption of digital technologies and platforms for remote work. Finally, the theoretical and practical implications of the study are presented to companies developing strategies based on remote work and the adoption of new technologies in which stress management is configured as one of the most relevant indicators for further research on remote work. From an applied perspective, executives and policy makers can use the results of the current study to reassess the benefits of remote work for employees.

liu, Wan & Fan (2021) clarify the relationship between remote work and employee job performance through a supervised mediation model. This study used two-way surveys with the aim of reducing the potential risk of common method bias. The number of 1,309 respondents to the survey were employees who used remote work during COVID-19, and were mostly in positions such as product design and scheme planning. SEM was used to test the hypotheses. Results of two-wave surveys of 1,309 Chinese employees indicated that remote work positively affected job performance through job formulation. That is, the formulation of jobs played a mediating role between telecommuting and job performance. Orienting the goal towards performance led to a positive modification of the relationship between remote work and the formulation of work, but avoiding directing the goal towards performance led to a negative modification of the relationship between them. The bottom line is this study showed that remote work can improve job performance by modeling jobs in COVID-19, in response to a paradox implicit in the literature.

Islam & et al. (2020) explored the challenges of implementing remote work practices in small and medium businesses (SMEs) and solutions during the lockdown of the COVID-19 pandemic in Bangladesh. Based on the descriptive approach, by conducting interviews with 14 participants from small and medium enterprise owners, consultants, government officials
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and professors, researchers found many challenges such as financial and bureaucratic constraints, lack of knowledge and interest, communication problem, high employee turnover, and difficulty in finding a trustworthy employee in work practices over after. The study also presented some solutions such as convincing the benefits of remote work practices, government rules, financial incentives, training and IT courses and remote (online) classes in universities in implementing remote work practices in small and medium businesses, not only during the COVID-19 pandemic. But also in the long run, these have many implications for the performance of SMEs and benefits for workers.

Bubshait, Abdul Rahman Saleh (2020) aimed to show the role that information technology plays in the ability to carry out remote business during the ban period. The wandering that was imposed in many countries due to the spread of the new Corona virus and to facilitate people's communication with public and private institutions to accomplish their work. It relied on the historical-theoretical methodology through references, research and related studies. The study reached many results, most notably that the topic requires a qualitative leap in the management style Institutions to make it easier for the public to communicate with them to accomplish work, and the need to develop work procedures. The study made recommendations, including the need to amend administrative regulations and systems, which would allow the institution to move towards decentralization of work, and develop an information technology center to improve its performance to activate the institution's activity in line with modern technological developments to continue its work even in crises To provide its services to customers on telecommunications networks, as in the case of the spread of the emerging corona disease.

Najm, Ali Rizk (2018), aimed to identify the reality of remote work and its susceptibility by graduates and determine its impact on productivity in information technology companies in the Gaza Strip, using analysis The descriptive method is in addition to the standard approach, by distributing a questionnaire to employees and companies, where 234 questionnaires were distributed to the study population represented by graduates working in information technology companies in the Gaza Strip. The study reached several results, including: that there is a soft relationship between the information technology infrastructure, job satisfaction, trust and productivity.

Previous studies related to Marketing Performance:

Khan & Khan (2021) show that companies exporting to emerging markets in advanced economies must manage a highly dynamic landscape due to factors such as changing market needs and fierce competition. Hence, these companies need to develop unique marketing skills to achieve superior performance. Accordingly, this study relied on dynamic and resource-based ability theory to empirically examine the role of marketing skills in developing a dynamic market response—to improve marketing performance, and changes

this relationship under a high degree of competitive intensity. Using a sample ($n = 98$) of startups from emerging markets (Pakistan) that mainly export to developed markets (UK or US or both), the results showed that marketing skills, which are positively mediated by market response, affect the marketing performance of these firms in developed markets. And the indirect relationship is adjusted positively by a higher level of competitive intensity. This study expands the dynamic capacity and flows of export marketing, especially for export firms in emerging markets in developed markets, and provides beneficial performance implications for export marketing managers.

Yasa & et al. (2020) explain the effect of promotional strategy on improving the competitive advantage of the Tenun Ikat industry in Bali Indonesia and its impact on marketing performance. To achieve this purpose, 100 individuals, owners or managers of Tenun Ikat SME in Bali Indonesia, were selected as a sample and analyzed using structural equation modeling (SEM). The results showed that the promotional strategy had a positive and significant impact on the competitive advantage and that the promotional strategy was able to significantly improve the competitive advantage. Moreover, competitive advantage has a positive and significant impact on achieving marketing performance. This means that with higher competitive advantage there is greater marketing performance and competitive advantage able to significantly mediate the effect of promotional strategy on marketing performance. The implications of the research contribute to the owners/managers of SMEs by advising them so that they can implement promotional strategies. This includes advertising activities, sales promotion, and well-performing promotion through social media to improve competitive advantage and increase marketing performance.

Belal, and Hamid Shukr (2020) identify the impact of marketing knowledge on marketing performance in service institutions. A questionnaire was designed to collect data, as (212) questionnaires were distributed and (167) were retrieved from them, with a response rate of (79%), and to ascertain the degree of reliability of the data, Cronbach's alpha test was used. The method of path analysis and structural equation modeling was used to test the hypotheses, and the study concluded that there is an effect of marketing knowledge on marketing performance in service institutions for the city of Baghdad.

Faraj and Al-Hindawi (2019) aimed to investigate the nature of the relationship between entrepreneurial marketing and marketing performance in small and medium-sized companies in the delta region. This study was conducted on a sample of leaders responsible for the various marketing and production activities in these companies. The size of the selected sample was (300) items from the research community of (1360) items. In collecting data from the sample items, a survey list containing 32 items was used to measure the dimensions of entrepreneurial marketing and marketing performance, and the study found that there are fundamental differences between the companies under study in the strategies they follow.

improving marketing performance, with positive correlations between the dimensions of entrepreneurial marketing and indicators of marketing performance in these companies, as reflected by the respondents' answers, and the study provided a set of recommendations. The process to take advantage of it in overcoming some of the marketing aspects that small and medium-sized companies suffer from.

Abdel Hafeez (2019), aimed at identifying the role of e-marketing in raising the marketing performance of IRIS, which manufactures electronic devices, by identifying the impact of the constituent dimensions of e-marketing fields on marketing performance indicators represented in profitability, market share, Customer satisfaction, the researcher used a questionnaire distributed to a sample of tires and employees of the institution, and the study reached a number of results, the most important of which is the organization's availability to work in the areas of e-marketing, especially official websites and well-known social media, in addition to the positive impact of e-marketing in supporting the marketing activity of establishments through High rates of approval of its application.

Ismail and Yahyaoui (2019), aimed to identify the impact of organizational culture on the marketing performance of the gas bottles unit in Batna, and the study concluded that there is a statistically significant effect at the level of significance of 05.0 for organizational culture with its elements represented in (Organizational values, organizational beliefs, organizational expectations) on the marketing performance of the unit under study.

Al-Bayati (2019) determine the impact of strategic flexibility with its dimensions represented by (productive flexibility, human capital flexibility, market flexibility) on the marketing performance represented by (market share, sales volume, and customer retention), and the study problem was represented in the presence of shortcomings in the marketing performance of the company, especially with regard to (Market share, and customer retention) which required highlighting strategic flexibility in order to draw the company's attention to the importance of strategic flexibility in improving (its marketing credibility by adapting to the rapid inter-development, the current research targeted (senior management and executive management) at the level of the General Company for Textile and Leather Industries and used The questionnaire as a solid tool for data collection, as (70) questionnaires were distributed, and the research concluded with a set of results, the most important of which are: There is a significant positive correlation between strategic flexibility and marketing performance. With a set of conclusions, the most important of which was that strategic flexibility gained great importance and high interest by the researched company And the company's lack of interest in reducing the prices of its products, as well as its lack of interest in the opinions of customers when designing its products

Nazif, Wael Ali Rafiq (2016) aimed to identify the impact of marketing strategies on the marketing performance of Palestinian small business organizations, and to achieve this goal

five sectors of manufacturing industries in small organizations in the West Bank governorates were selected. Principal for collecting primary data from a stratified random sample of (404) respondents from owners and managers of small organizations, where (345) questionnaires were retrieved and analyzed using the SPSS statistical analysis package. A number of statistical methods were used in the study such as arithmetic mean, standard deviation, Cronbach's alpha test, correlation coefficient, and regression coefficient. The researcher proposed a model consisting of four marketing strategies (product strategy, pricing strategy, distribution strategy, and promotion strategy), and (financial scale, consumer behavior, and competitiveness) were used as dimensions for measuring marketing performance. The study reached several results, the most important of which were the following: The total degree of the marketing strategies used in small business organizations in Palestine was high, and the most important marketing strategies were the product strategy, then the pricing strategy came in the second rank, then the distribution strategy in the third rank, and in Final Ranking Promotion Strategy. And that the total degree of measures of marketing performance in small business organizations in Palestine was high, and that the most important measures of marketing performance were represented in the financial scale as a dimension of marketing performance, then the measure of consumer behavior came in the second rank, while the measure of competitiveness came in the last rank. There is also a direct positive impact of marketing strategies on marketing performance

Homburg, Artz, & Wieseke (2012) showed that comprehensive performance measurement systems, such as the balanced scorecard, have received great interest in marketing. However, whether and under what conditions overall conditions as a characteristic of a performance measurement system are desirable and contribute to the company's performance is still a matter of debate in research and practice. To address this issue, the authors use binary field data from marketing managers and management accounting executives and extend previous work by developing and testing a more complex contingency-based model. The experimental results confirm the developed framework. In particular, the results show that the relationship of inclusivity in the marketing performance measurement system to the company's performance is conditional. Marketing alignment and market-based knowledge mediate this relationship, depending on marketing strategy, marketing complexity and market dynamics. These insights explain the mixed results of previous research and provide important implications for research and management practice., the results show that the relationship of inclusivity in the marketing performance measurement system to the company's performance is conditional. Marketing alignment and market-based knowledge mediate this relationship, depending on marketing strategy, marketing complexity and market dynamics. These insights explain the mixed results of previous research and provide important implications for research and management practice.

The Conceptual Model & Variables Definitions

The following figure No. (1) shows the search form.

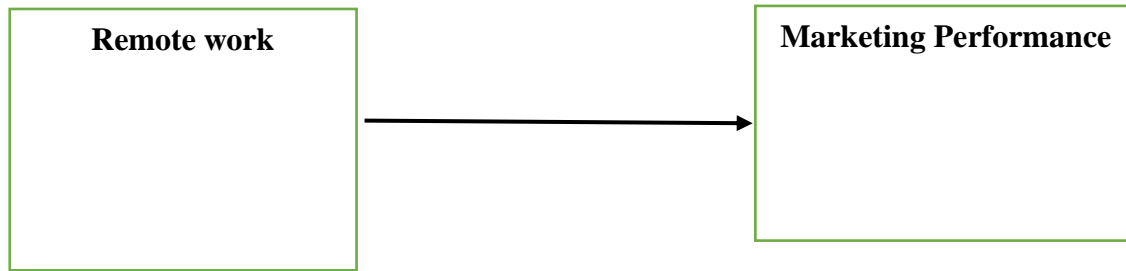


Figure 1: The Study Model

Remote work:

It is "the possibility of completing the tasks assigned to the employee from a place far from the office, whether the nature of the work is full or part-time or on certain days, and communication is usually electronic, and the use of information technology and modern communication methods is required." (Najm, 2018, 23)

Marketing Performance:

Procedurally, we define marketing performance as: all quantitative and intangible indicators that show the extent to which the marketing performance has achieved the planned goals during a specific period, usually a year.

Methodology

The research depends on the descriptive analytical approach that tests the relationship and the impact between remote work and marketing performance, through the use of a tight survey list.

Research population and sample:

The research population are all the teachers and administrators in private schools in the city of Abha and Khamis Mushait, whose number is (1942). (Statistical report, Information and Statistics Department, Planning and Development Department, General Administration of Education in Asir Region, 2022 AD)

The questionnaire was distributed to a simple random sample of (320) individuals working in private schools in the cities of Abha and Khamis Mushait in Saudi Arabia, and the sample size was determined based on the tables for determining the size of the sample, which represents 16.5% of the community size and constitutes a high proportion .

Data collection sources:

- 1- Secondary sources: through published and unpublished books and research available in the Arabic and English library.
- 2- Primary sources: by relying on a tight survey list and by making use of previous studies in the same research variables.

Validity

The research tool consisted of designing an electronic questionnaire representing the research variables, consisting of (21) phrases representing the axes of the independent variable and (21) phrases representing the axes of the dependent variable, which were judged in previous studies.

The measurements:

The measurements for remote work adopted from Najm (2018). In addition, The measurements for Marketing Performance adopted from Ismail and Yahyaoui (2019).

Statistical analysis

This part includes a test for the stability of the study tool, in addition to a descriptive analysis of the study's phrases and axes, and a test of the study's hypotheses

Reliability

The researcher used the Cronbach's alpha test to test the stability of the study tool, and the results were as in the following table:

Table 2: Results of the stability coefficient values (Cronbach's alpha) questionnaire terms and axes

Axis name	Value of Alpha Cronbach coefficient
All of the questionnaire items	0.96
Remote work	0.93
Marketing performance	0.93

It is clear from the above table No. (2) that all the questionnaire statements enjoy high consistency, as the Cronbach's alpha coefficient was 0.96, which is greater than the level adopted in the comparison 0.60. With regard to the stability coefficient of the questionnaire axes, it achieved a high stability ratio that exceeded the minimum level in the comparison 0.60, meaning there is stability in the answers The sample members towards the study's terms and axes.

Table No. (3) shows the characteristics of the study sample according to demographic variables

Table 3: Distribution of the study sample according to Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
1	248	77.5	77.5	77.5
Valid 2	72	22.5	22.5	100.0
Total	320	100.0	100.0	

It is evident from the following table data:

1- Distribution of the research sample according to Gender

The table (3) shows that the percentage of males is more than females, as the percentage of males was (77.5%) compared to the percentage of females (22.5%), and this may be due to the recent entry of Saudi women into the labor market compared to men.

Table 4: Distribution of the study sample according to Age

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
	2	84	26.3	26.3
	3	119	37.2	63.4
Valid	4	70	21.9	85.3
	5	47	14.7	100.0
Total	320	100.0	100.0	

Table 5: Distribution of the study sample according to experience

2-

Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
	1	36	11.3	11.3
	2	48	15.0	26.3
Valid	3	118	36.9	63.1
	4	118	36.9	100.0
Total	320	100.0	100.0	

Distribution of the research sample according to the age:

It is clear from the previous table No. (4) that the number of workers in the age group (from 30 years to less than 40 years) ranked first with a rate of (37.2%), while the number of employees in the age group (from 20 years to less than 30 years) ranked second At a rate of (26.3%), the number of workers in the age group (from 40 to less than 50 years) ranked third with a rate of (21.9%), while workers in the age group (50 and more) ranked last with a rate of (14.7%), and this indicates that graduates Newcomers are more involved in working in the private education sector

3- Distribution of the research sample according to years of experience:

It is clear from the previous table No. (5) that the number of employees with years of experience (less than 5 years) and (5 - less than 10 years) ranked first with a rate of 36.9%, while the number of employees with years of experience (10 - less than 10 years) ranked first. 15 years) ranked second with a percentage of (15%) as for the number of workers with years of experience (15 years or more) they ranked third with a rate of (11.3 %), and this is consistent with the statement of years of age, as the majority of workers in the private educational field are of the same age group. Small and experienced, few and medium.

Table 6: Distribution of the study sample according to qualification

Qualification				
	Frequency	Percent	Valid Percent	Cumulative Percent
	1	12	3.8	3.8
Valid	2	248	77.5	81.3
	3	60	18.8	100.0
Total	320	100.0	100.0	

4- Distribution of the research sample according to qualification

The above table No. (6) shows that workers with a bachelor's qualification ranked first with a rate of (77.5%), while workers with a master's qualification ranked second with a rate of 18.8%, while the number of workers with a high school qualification ranked third and last at a rate of (3.8%). This indicates the growing trend towards obtaining bachelor's and master's degrees among workers in the private educational sector.

Findings

Descriptive analysis:

In this topic, the researcher used frequencies, percentages, arithmetic mean, and standard deviation to analyze the paragraphs and axes of the field study, as follows:

2- Descriptive analysis of the main axes of the study:

The following table No. (7) shows the general mean, standard deviations, rank and relative importance of the main study axes.

Table 7: Descriptive analysis

	N	Mean	Std. Deviation
m1	320	4.0536	.55709
m2	320	4.1376	.70470
Valid N (listwise)	320		

It is evident from Table No. (7) that:

Remote work distance:

The mean of remote work obtained an arithmetic mean (4.05) and a standard deviation (0.56), and in an agreeable direction, and with regard to the strengths of this dimension, it was concentrated in the fact that school principals in the city of Abha and Khamis Mushait are keen to increase the level of trust among employees in the remote work system, in addition to that the experience The employees of these schools have the remote work system that helps the success of the work. The employees also contribute to the dissemination of knowledge of the remote work system among their friends. Those schools show confidence in the performance of their employees in the remote work system through the keenness of co-workers to joint cooperation in the implementation of job tasks related to With the remote work system, the convictions of the senior leadership in these schools contribute to the success of the application of remote work and the provision of information protection and a law on remote work to successfully implement the system.

Marketing performance:

The mean of the marketing performance variable was (4.14), with a standard deviation (0.70) and in an agreeable direction. The strengths of this variable were concentrated in that the private schools in the city of Abha and Khamis Mushait seek to increase their profits on the one hand and gain customer satisfaction on the other hand, and customers are more likely to acquire School services, which indicates efficiency in providing service, and those schools constantly strive to maintain and expand their market share, and their customers contribute to marketing them, and private schools in Abha and Khamis Mushait believe that their real capital is their customers, and works to expand their customer base through To meet their needs, and with regard to the application of marketing mix methods, schools are working to spend on advertising costs to promote their products.

Hypotheses test:

In this part, the researcher tested the hypotheses of the study using the simple linear regression method and model. The following are the hypotheses of the study:

First Hypothesis:

There is an impact of remote work on marketing performance in private schools in the cities of Abha and Khamis Mushait.

To test the hypothesis, the researcher used the simple linear regression method, and the results were as follows:

Table 8: Regression results for the relationship between remote work and marketing performance

Dependent variable/marketing performance									independent variable
F		R ²	R	Test-T		standard error	Parameters of the model		
Significance level	calculated			Significance level	calculated				
.000	157.780	0.33	0.57	.000	14.266	0.152	2.170	α	constant gradient
				.000	12.561	0.036	0.455	β	remote work

It is clear from Table No. (8) that there is a direct, medium-term correlation between remote work and marketing performance, and this was explained by the Pearson correlation coefficient, where its value reached (0.57), which is statistically significant at a level of significance less than (0.05), which is also confirmed by the tendency The regression model of (0.455) and remote work affects the marketing performance by 0.33, while the percentage (0.67) is due to other factors not included in the model, which are statistically significant, and this was explained by the F test, where its value reached (157,780) and a level of statistical significance (.000).), which is less than the level approved in the comparison, 0.05, and accordingly, the first hypothesis is accepted, which states that there is an effect of remote work on marketing performance in private schools in the cities of Abha and Khamis Mushait.

The second hypothesis

There are no significant differences between the averages of the answers of the sample members towards the axes of the study (remote work and marketing performance), due to demographic characteristics at the level of significance of 0.05.

It is divided into the following hypotheses:

The first sub-hypothesis:

There are no significant differences between the averages of the answers of the sample members towards the axes of the study represented in (remote work, marketing performance) due to gender at the level of significance of 0.05.

Table 9: T-test results for two independent samples of the study axes by type.

axes	Sex	average	average differences	T	morale level	the decision
remote work	Male	4.0461	0.03328	-0.446	.656	There are no fundamental differences
	female	4.0794				
marketing performance	Male	4.1660	0.12634	1.341	.181	There are no fundamental differences
	female	4.0397				

It is clear from Table (9) that there are no fundamental differences between the averages of the answers of the sample members towards the study axes represented in (remote work - marketing performance) attributed to gender and this was explained by the (T) test for one sample, where the calculated T value for the study axes (-0.446, 1.341), respectively, which are not statistically significant at the significance level of 0.05.

Second sub-hypothesis:

There are no significant differences between the averages of the answers of the sample members towards the axes of the study represented in (remote work - marketing performance) due to qualification at the level of significance of 0.05.

To test the hypothesis, the researcher used a one-way analysis of variance, and the results were as follows:

Table 10: The results of the one-way analysis of variance test for the averages of the respondents' answers, the axes of the study by qualification

	axis	qualification	Arithmetic averages	F	morale level	the decision
1	remote work	BA	4.0000	.108	.898	There are no fundamental differences
		Master's	4.0507			
		High School	4.0762			
2	marketing performance	BA	4.0000	11.276	.000	There are essential differences
		Master's	4.2328*			
		High School	3.7714			

It is evident from Table No. (10) that there are no significant differences between the averages of the sample members' answers towards the study axis, which is (remote work) due to the qualification. At the level of significance .05., As for the marketing performance axis, the analysis of variance test showed the existence of substantial differences, and to know the trends of the differences, the least significant difference test was used, and the differences were in favor of the study sample with a bachelor's degree.

The third sub-hypothesis:

There are no significant differences between the averages of the answers of the sample members towards the axes of the study represented in (remote work and marketing performance) due to years of experience at the level of significance of 0.05.

To test the hypothesis, the researcher used a one-way analysis of variance, and the results were as follows:

Table 11: as a result of the one-way analysis of variance test for the averages of the respondents' answers, the axes of the study, according to experience

axis	Years of Experience	Arithmetic averages	morale level	F	the decision
remote work	less than 5 years	4.0635	.019	3.373	There are essential differences
	5- Less than 10 years old	*4.2738			
	10 - under 15 years old	4.0387			
	15 years and over	3.9758			
marketing performance	less than 5 years	4.0952	.059	2.510	There are no fundamental differences
	5- Less than 10 years old	3.9048			
	10 - under 15 years old	4.2292			
	15 years and over	4.1536			
	less than 5 years	4.0952			

It is evident from Table No. (11) that there are no significant differences between the averages of the sample members' answers towards the axis of the study represented in (marketing performance) due to years of experience and this was explained by the one-way analysis of variance test, where the calculated F value for the study axes was (2.510), which is not significant Statistically at the level of significance 0.05. As for the axis of remote work, the analysis of variance test showed the existence of substantial differences due to experience. To find out the trends of differences, the least significant difference test was used, and the differences were in favor of the study sample members with experience (5- less than 10 years).

Fourth sub-hypothesis

There are no significant differences between the averages of the answers of the sample members towards the axes of the study represented in (remote work, marketing performance) attributed to the years of life at the level of significance of 0.05.

To test the hypothesis, the researcher used a one-way analysis of variance, and the results were as follows:

Table 12: as a result of the one-way analysis of variance test for the average responses of the respondents, the study axes by age

axis	years old	Arithmetic averages	F	morale level	the decision
remote work	Less than 20 years old	-	18.534	.000	There are essential differences
	From 20 years to less than 30 years	4.1837			
	From 30 years to less than 40 years	4.0384			
	From 40 years to less than 50 years	3.7061			
	50 years and over	4.3769			
marketing performance	Less than 20 years old	-	1.882	.132	There are no fundamental differences
	From 20 years to less than 30 years	3.9864			
	From 30 years to less than 40 years	4.2144			
	From 40 years to less than 50 years	*4.1510			
	50 years and over	4.1932			

It is clear from Table No. (12) that there are no significant differences between the averages of the sample members' answers towards the study axis represented in (marketing performance) due to years of age and this was explained by the one-way analysis of variance test, where the calculated F value for the study axes reached (1.882), which is not statistically significant at a significant level of 0.05. As for the axis of remote work, the analysis of variance test showed that there are substantial differences due to age, and to know the trends of the differences, the least significant difference test was used, and the differences were in favor of the study sample members of the age group (from 30 years to less than 40 years).

Based on the above analysis, the study findings can be summarized as follow:

1. There is an impact of remote work on the marketing performance in private schools in the cities of Abha and Khamis Mushait.
2. Remote work is applied at an average level among workers in private schools in the cities of Abha and Khamis Mushait.
3. The level of marketing performance is average in private schools in the cities of Abha and Khamis Mushait.

4. There are no fundamental differences between the averages of the answers of the sample members towards the axes of the study represented in (remote work - marketing performance) due to gender.
5. There are no fundamental differences between the average responses of the sample members towards the axis of the study represented in (remote work) due to the academic qualification.
6. There are no significant differences between the average responses of the sample members towards the axis of the study represented in (marketing performance) due to years of experience and years of age.
7. There are substantial differences between the averages of the sample members' answers towards the axis of the study represented in (marketing performance) attributable to the academic qualification, and the differences were in favor of the study sample with a bachelor's degree.
8. There are substantial differences between the averages of the respondents' answers towards the study axis of remote work due to experience, and the differences were in favor of the study sample members with experience (5- less than 10 years).
9. There are substantial differences between the averages of the respondents' answers towards the study axis of remote work due to age, and the differences were in favor of the study sample members of the age group (from 30 years to less than 40 years).
10. School principals in Abha and Khamis Mushait are keen to increase the level of trust among employees with the remote work system.
11. The employees in those schools have experience working on the remote work system, which was positively reflected on the success of the work.
12. Employees contribute to the dissemination of knowledge of the remote work system among their friends, and these schools show confidence in the performance of their employees in the remote work system.
13. There is a keenness among co-workers for joint cooperation in the implementation of job tasks related to the remote work system.
14. The existence of a positive impact of the leadership of private schools in the city of Abha and Khamis Mushait on the success of the application of remote work.
15. The availability of information protection and a law on remote work led to the successful implementation of the system.
16. Private schools in Abha and Khamis Mushait seek to increase their profits on the one hand and gain customer satisfaction on the other.
17. The schools of Abha and Khamis Mushait are working to maintain and expand their market share, and their customers contribute to their marketing.

Recommendations

Depending on the results of this study, there are many recommendations that the researcher reached, which are:

1. Private schools in the city of Khamis Mushait and Abha should pay attention to remote work and provide the necessary capabilities to improve and develop remote work, especially in times of crisis such as the Covid-19 pandemic, and because of its profound impact on marketing performance.
2. Private schools in Khamis Mushait and Abha must continue to attract employees who have experience with the remote work system.
3. The heads of remote work in private schools in Abha and Khamis Mushait must carry out telework tasks in accordance with labor laws.
4. Work to activate international standards such as ISO 9001 quality standards in private schools in the city of Abha and Khamis Mushait.
5. Private schools in the city of Abha and Khamis Mushait should continue to advertise their services through innovative advertisements in terms of content and presentation via mobile phone.
6. Private schools in the city of Abha and Khamis Mushait should continue to offer various price offers at varying costs to suit different groups.
7. Giving the opportunity to develop and develop the academic qualification for school workers to obtain higher qualifications.

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