

Marketing Logistics in Reaching Organizational Excellence: Mediating Role of the European Foundation for Quality Management Excellence Model

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Abstract: This study is novel because it gathered between constructs of marketing logistics and reaching organizational excellence according to variables of the EFQM model. This hybrid gathering between constructs was not presented before – as far as the researcher knows – and it may help marketers and marketing managers in supporting marketing department efforts through the aid of excellence models, which may have the ability to increase the success factors of the marketing department. The current study aimed at examining the influence of marketing logistics dimensions (such as customer profiling, goods distribution, transportation, packaging & information, customer service, and reverse logistics) on organizational efforts in order to reach organizational excellence through the mediating influence of the European Foundation for Quality Management (EFQM) excellence model. The study adopted the quantitative approach through a questionnaire distributed to a total of 189 marketing managers or their representative within 591 food manufacturing and packaging organizations in Jordan. Through AMOS and SPSS, the study results accepted the central hypothesis. Therefore, it appeared that marketing logistics could aid organizational efforts to reach organizational excellence through the mediating influence of the EFQM excellence model. Among variables of marketing logistics adopted, the study referred that customer profiling was the most influential in supporting organizational efforts to reach excellence, followed directly by customer satisfaction. It indicated that all internal operations directed towards customers might help deliver the organization to excellence. In terms of mediating influence of EFQM excellence mode, the study indicated that marketing logistics unite with EFQM to support all sensitive areas of marketing strategies within an organization, which can develop results of EFQM efforts through supporting enablers. The study recommended the need for food manufacturing and packaging organization in Jordan to focus more on good distribution and transportation of their goods based on profiling their customer and locating high-demand areas.

Keywords: marketing logistics, European Foundation for Quality Management excellence model, enablers, results, operations.

实现组织卓越的营销物流：欧洲质量管理卓越基金会模型的中介作用

摘要：这项研究是新颖的，因为它根据欧洲质量管理基金会模型的变量收集了营销物流结构和达到组织卓越性之间的关系。这种结构之间的混合集合以前没有出现过——据研究人员所知——它可以帮助营销人员和营销经理通过卓越模型支持营销部门的工作，这可能有能力增加营销的成功因素部。目前的研究旨在检查营销物流维度（如客户分析、货物配送、运输、包装和信息、客户服务和逆向物流）对组织努力的影响，以通过欧洲的中介影响力达到组织卓越。质量管理卓越模型的基础。该研究通过向约旦591家食品制造和包装组织内的总共189名营销经理或其代表分发问卷的方式采用了定量方法。通过分析社会科学的矩结构和统计包，研究结果接受了中心假设。因此，营销物流似乎可以通过欧洲质量管理基金会卓越模型的中介影响来帮助组织努力实现组织卓越。在所采用的营销物流变量中，该研究表明，客户分析对支持组织努力达到卓越的影响最大，其次是客户满意度。它表明，所有针对客户的内部操作都可能有助于使组织达到卓越。在欧洲质量管理基金会卓越模式的中介影响方面，研究表明营销物流与欧洲质量管理基金会联合支持组织内营销策略的所有敏感

领域，这可以发展欧洲质量管理基金会的努力成果通过支持促成因素。该研究建议约旦的食品制造和包装组织需要更多地关注基于对客户进行分析和定位高需求区域的良好配送和运输

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关键词：营销物流，欧洲质量管理卓越模型基金会，促成因素，结果，运营。

1. Introduction

In 1862, Napoleon Bonaparte famously said, "The army crawls on its stomach," pointing to the importance of the army's readiness coupled with the various logistics that commanders adopt in preparation for war. Bonaparte is not a logistical expert, but he realized the importance of keeping forces ready to ensure a higher percentage of victory, given that readiness is essential in wars. Logistics is, in fact, a purely military term that refers to the steps that armies take to stay ready and prepared to repel any sudden aggression [1]. Niu et al. [2] emphasized the idea that logistics is a concept of military origin and refers to managing the various activities of the army, such as transportation, disembarkation, and storing supplies and resources. In terms of the business environment, they are different activities through which the organization follows up on products, from raw materials to the stage of delivery to the customer.

Today, the term logistics has extended to the business environment, referring to organizations' readiness in dealing with supply, demand, supplies, and changing products. According to Statista, American organizations in 2019 spent approximately 1.63 trillion dollars on logistics services. In addition, it approved the transportation of goods from the country of origin to the country of use through a specific logistical supply chain, ensuring for these organizations the movement of approximately 5.95 trillion miles of freight through the United States of America by 2025 [3].

Following their point of view, He et al. [4] stated that the war between profit and high revenues could not be won without effective and assured logistics. He defined logistics or logistics management as a subset of operations associated with supply chain management: planning, execution, export, and providing various reports on the movement of products and goods within a specific organizational network, including suppliers, production & manufacturing, packaging, distribution, and customers.

2. Problem of the Study

The problem of the current study stems from the previously proven hypotheses presented by Feili et al. [5], indicating an effect of the European Foundation for Quality Management (EFQM) excellence model on organizational excellence, in addition to the hypothesis

previously proven by Heydari et al. [6], confirming a direct effect of the EFQM model on organizational excellence through the indirect impact of the idea of ISO and quality management. In addition, the current study relied in its claims on the previously proven hypothesis by Jaeger and Matyas [7], in which the researchers confirmed that EFQM has a significant direct impact on operational excellence in organizations, which would lead to organizational excellence.

Based on what was mentioned above and on the prior studies, the current study assumes an active role in marketing logistics on reaching organizational excellence through the mediating role of the European Foundation for Quality Management (EFQM) excellence model. As a result, the marketing logistics variables received were approved by Plaza-Úbeda et al. [8] and are (customer profiling, goods distribution, transportation, packaging & information, customer service, and reverse logistics).

3. Literature Review

3.1. Marketing Logistics

Plaza-Úbeda et al. [8] defined logistics as the complete and comprehensive process that explains the mechanism of obtaining resources and how they are stored, transported, and ensured that they reach their final destination, of course, a process whose active members are suppliers and distributors. Therefore, logistics managers are usually referred to as logisticians. Hemsworth [9] defined logistics as the sum of various processes through which the transferring product mechanisms are formed internally or externally from a seller to buyer or from a supplier to the seller. Opute and Madichie [10] emphasize that logistics managers supervise and control many matters that would ensure many details related to the supply chain for different products based on organizational matters related to delivering the product to its intended destination. Vasić et al. [11] stressed that this logistics is subject to many factors affecting its success, such as the suitability of transportation methods, storage conditions and actual conditions of warehouses, recyclability, shipping, and packing carefully, transportation and shipping costs, and the basis for ensuring customer satisfaction.

Jain et al. [12] added that quality assurance and its

logistics led to what is known today as marketing logistics, which refers to the logistics that adopt the foundations of planning and controlling the flow of products and various marketing resources from the producer to the market. Marketing logistics aims to meet the needs of customers and the continuity of achieving their satisfaction that would lead to customer loyalty and then obtain various competitive advantages that would achieve organizational excellence [13].

McKinnon [14] emphasized that marketing logistics is based on creating an effective marketing strategy that implicitly affects the positive impact on the product, its price, place of promotion, and customer satisfaction. Lozhachevska et al. [15] added that marketing logistics could help an organization to reach its targeted customers and ensure that products are provided to them and reach their satisfaction. Tien et al. [16] defined marketing logistics as the process emphasizing the flow of the product from the manufacturer to the distributor and then from the retailer to the final customer. Finally, Christopher [17] saw marketing logistics as a mechanism for managing a stock of finished products, including packaging, transportation, supply, and waste management resulting from this manufacturing, to ensure the final consumer's satisfaction.

Marketing logistics contributes to improving the flow of products and related information within the organization, which will help improve the distribution of information about the progress of products from the supplier, through the organization, and down to the customer [18]. Xu et al. [19] show logistics is based on two basic movements for the product: 1) the supply of resources and includes the raw materials required for the manufacturing process, such as the purchase of these materials, the management of dealing with them; 2) the physical distribution, which is concerned with the arrival of the final product either to retailers or final consumers.

3.2. Dimension of Marketing Logistics

Drobiazgiewicz [20] and Fernie [21] see that marketing logistics stems from its basic idea of delivering products to the last consumer in an agreed-upon manner without any difference between what is agreed upon and what is reality. Marketing logistics effectively contributes to ensuring the delivery and delivery system's effectiveness, reducing delivery costs, and raising the level of customer service by providing an acceptable product within a logical and honest delivery time, thus reaching a state of customer loyalty organization. Accordingly, marketing logistics has a set of dimensions or components that interact with each other in order to play an essential role in improving the internal and external processes in the organization, improving marketing processes, and thus achieving organizational excellence [22]. It presents the dimensions of marketing logistics [23], which are

represented in the following.

3.2.1. Customer Profiling

The principle of customer profiling is based on classifying them by desires and requirements according to the customer database in the organization. Here, information and knowledge management plays a vital role in collecting, storing, and classifying data and using it later in knowing the nature of customers' desires and requirements in the products that seek it [24].

On the other hand, the profiling of consumers follows the mechanism of categorizing the volumes of demand for products and which areas are most in demand for a particular product and not others. Therefore, the organization can provide various logistical services based on the principle of fast and free delivery to nearby areas to the retailer or supplier or set discounts and offers for remote areas where there is little or no demand for a particular product [25].

3.2.2. Goods Distribution

Well-thought-out distribution is of great importance, given that distribution has an impact on transportation, delivery, and storage related to the product [26]. Distribution as one of the dimensions of marketing logistics is based on the principle of an organization distributing its products to ensure the product's shelf life does not end during storage, so these products are close to the places of demand, so the transportation does not take much time. For example, the manufacturer stores the products in warehouses close to the central market. In this way, the manufacturer ensures that the products are close to where they are distributed to retailers, thus not ending the product's life span and reducing transportation costs [27].

3.2.3. Transportation

The idea of transportation is essential for organizations. It is based on many criteria such as the transportation mechanism (whether by land, sea, or air, considering the time required); the method of transportation (especially for products requiring cooling or liquid products that need to be protected from damage) [28]. Therefore, transportation is an important matter. Its details include many details, such as the weather, road conditions, and irrigated congestion, which all affect the time and cost of transportation. Accordingly, transportation must be studied and built on philosophical and administrative foundations by relying on the principles of supply chain work, which consider the previously mentioned transportation requirements.

3.2.4. Packaging & Information

Many studies have reported that packaging and packing are among the things that significantly impact

the acceptance of products by customers. Packaging includes the external looks of the product and its general appearance acceptable to the eye. It also includes the extent to which packaging contributes to preserving the product from damage and defect, especially for those classified as perishable, such as frozen goods, medicines, liquid products, glass products, and fragile products [29]. In addition, the abundance of information on the product packaging, such as contents, method of use, and customer service numbers, are also sensitive matters. In their simple concept, they constitute the first trip that the consumer or retailer faces from the product. In other words, when delivering certain products to the consumer, the first thing that falls to his eyes is the packaging and information related to the product, such as instructions and ingredients. The consumer or the retailer is the initial image of the manufacturer by looking at the way he deals with his product and delivers it to his customers [30].

3.2.5. Customer Service

Customer service is one of the most critical marketing logistics and the most influential on organizations, and it is usually concerned with providing customers with information about the product that may have responded to the customer's mind and needs answers to it [31, 32]. As one of the dimensions of marketing logistics, customer service takes care of customers, responds to their inquiries, and fulfills their requests.

The employee within this department is the organization's official representative towards the customer and their link. Customer service usually responds to comments, messages, and phone calls and sometimes corresponds to customers following marketing campaigns [33].

3.2.6. Reverse Logistics

Reverse logistics refers to one of the principles of supply chain management, which means the transfer of products from the consumer or retailer to the supplier or manufacturer due to a defect in the product, non-compliance with agreed specifications, a defect in it, or even recycling [34]. Therefore, returning or recycling a product is called reverse logistics.

Pacheco et al. [35] indicate that reverse logistics starts at the end of the supply chain, i.e., from the final consumer, and moves backward from the final consumer to the retailer to the supplier and down to the manufacturer. The organization adopts many practices in response to reverse logistics, including recycling, renewal, exchange, or resale.

3.3. Organizational Excellence

In the era of globalization and openness that characterizes the world today, organizational excellence has become the subject of extensive

attention and discussion by various researchers [36]. The era of knowledge and information no longer recognizes regular employment governed by the standard job specifications that prevailed in the old bureaucratic hierarchy. It rather depends on distinction, multiplicity, and diversity of knowledge of heads and subordinates. The organization's achievement of performance excellence requires its members to stay away from everything that is stereotypical routine in the performance and behavior of most organizations and their adoption of dynamic and effective systems [37].

According to Felício et al. [38], organizational excellence was defined as investing in critical opportunities preceded by effective strategic planning and commitment to realizing a common vision dominated by the clarity of purpose, adequacy of resources, and keenness on performance [39]. The definition of organizational excellence stems from many books, studies, and research. This diversity reflects the importance of the concept that made contemporary administrative approaches focus on defining organizational excellence concepts [40]. Organizational terms such as teamwork, work teams, quality of life, climate, organizational culture, and administrative efforts have continued, including contemporary administrative approaches that defined the concept of effectiveness that focuses on achieving the goals of the entire organization in light of multiple environmental changes [41].

3.4. EFQM Excellence Model

Al-Ma'aitah et al. [42] define the European Foundation for Quality Management model (EFQM) as a platform that allows organizations to compare their experiences to improve their performance. Through comparison, organizations are allowed to learn from the experiences of other organizations or transfer from the experiences of large organizations to raise the level of performance and move it to a higher degree to reach organizational excellence.

The European Foundation for Quality Management was established. In 1991 it built a model that contains a framework and concepts of excellence until 1992 when the first European Excellence cycle appeared, and the first modification to this model appeared in 2000 and then in 2013, and again in 2020 down to its final form as EFQM [43]. Many countries have adopted this model, including Jordan, Saudi Arabia, Qatar, the Emirates, and many Western countries such as Colombia, Denmark, Bulgaria, Britain, and many others [44].

The quality management model of the European Foundation is based on a set of principles that appeared in the European Charter on Human Rights in 1953 and later in the amended charter in 1996. This charter was ratified by 47 members of the European Council [45]. These principles from which the model was launched

are based on foundations related to sustainability and social responsibility, in addition to principles that appeared implicitly and included issues of corruption, bribery, and forced labor [46].

The European model of quality is distinguished by the possibility of applying it to organizations regardless of their size and the sector where they operate (private or public). Furthermore, the model helps organizations self-assess their level of performance and the performance of their working team based on the outputs received from the application of The model and review of operational and marketing processes as a basis for quality management [47].

The importance of this model stems from its ability to assist organizations in planning their endeavors toward excellence. It also provides a global language for exchanging ideas and information between organizations of different nationalities and developing initial plans to improve the efficiency and effectiveness of organizations and provide a basic structure for the organization's management of the organization [48].

3.5. Dimensions of EFQM

The model, as indicated by Manarbek [49], Escrig-Tena et al. [50], and Medne et al. [51], starts from two specific fields, the first being Enablers and the second being the results. Enablers include five components: leadership, employees, strategies, partnerships and suppliers, and internal and external operations. The results include employees, customers, society, and the organization's overall performance (Fig. 1).

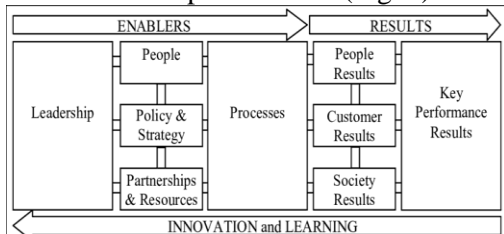


Fig. 1 European Foundation for Quality Management model [49]

As Fig. 1 shows, the two significant aspects that constitute the overall dimensions of EFQM are mainly enablers and results. Enablers, in that sense, support different crucial aspects like leadership, people who are working within the organization, the policies that are adopted, partnerships and suppliers, and the internal processes within the organization. After that, results appear in employees' performance, customers' satisfaction, and responsibility to society, leading to the overall development of general organizational performance [52].

3.6. EFQM Model and Marketing Operations

In the marketing field, the importance of EFQM is shown by supporting managers and leaders in the areas of training, creativity, and innovation, in addition to exchanging opinions and helping to reach marketing goals by looking at the experiences of different organizations [53]. As for Jaeger and Matyas [7], it was confirmed that the model contributed to achieving sustainability, efficiency, and quality by relying on a global framework for exchanging information effectively and smoothly regardless of the different sectors of the organizations.

From the literature review and previous studies above, the researcher was able to formulate the following set of hypotheses:

H1: Marketing logistics has a statistically positive role in reaching organizational excellence

H2: Marketing logistics have a statistically significant role in the EFQM model

H3: EFQM model has a statistically positive role in reaching organizational excellence

H4: Marketing logistics has a statistically positive role in reaching organizational excellence that the EFQM excellence model mediates

The following figure presents the relationship between the variables of the study:

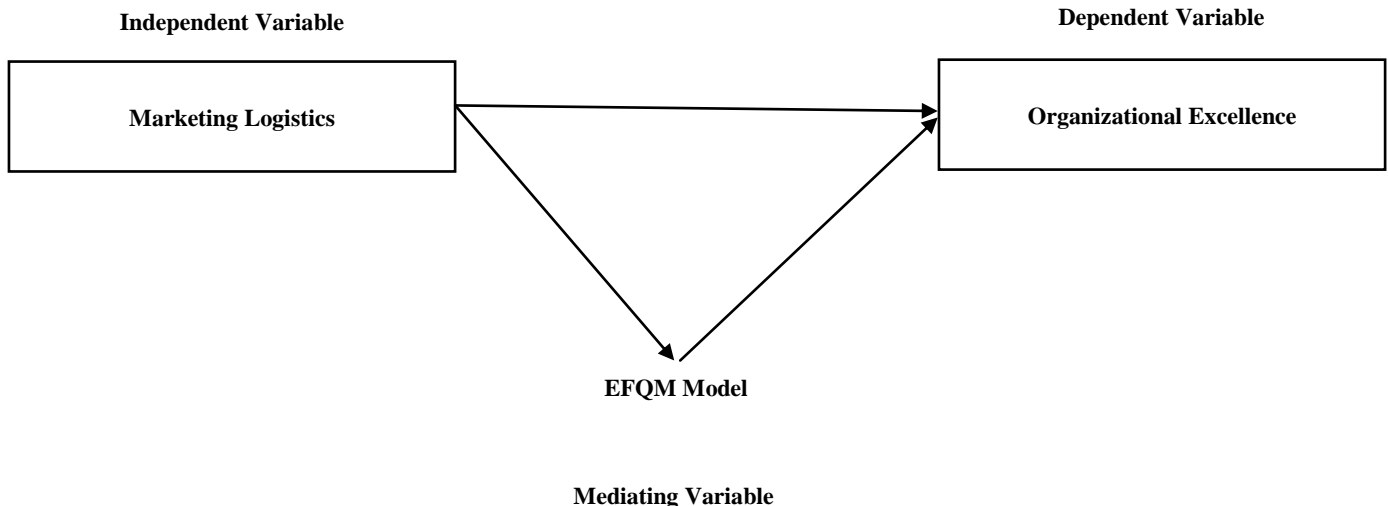


Fig. 2 Variables of the study

4. Methods

4.1. Methodological Approach

The current study depended on a quantitative approach to reach results and identify the applicability of its hypotheses.

A quantitative approach is a research method that depends on numerical data that – when explained – can present a set of results, referring to the orientation of the study sample and its beliefs [54].

4.2. Study Tool

The researcher developed a questionnaire with the aid of previous studies [5-7].

The questionnaire consisted of two main sections, the first presented demographics of the study sample (age, gender, qualifications, and experience). In contrast, the other section presented statements related to study variables, including variables of marketing logistics (customer profiling, goods distribution, transportation, packaging & information, customer service, and reverse logistics) as an independent variable, organizational excellence as a dependent variable and EFQM excellence model as a mediating variable. The questionnaire was presented before a group of specialized academics in the field of arbitration. The questionnaire in its final version consisted of 45 statements built on Liker 5 scale: (1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree. The questionnaire was uploaded online through Google Forms – for COVID 19 health precautions – and the link was sent to the sample members' emails directly.

4.3. Population and Sampling

The demography of the study consisted of all employees within Jordanian food manufacturing and packing organizations, which reached 591 organizations according to (Jci.org.jo). A convenient sample of 233 marketing managers or representatives was chosen to represent the study population. The questionnaire was uploaded online for a time of 8 weeks. After the application process, the researcher retrieved 189 correctly filled questionnaires, indicating a response rate of (81.1%) as statically accepted.

4.4. Primary Data Screening and Analysis

SPSS and AMOS were used to tackle the gathered primary data, the researcher employed SPSS v 23rd to screen and analyze respondents' answers and orientation.

Cronbach's alpha was used to highlight the reliability and consistency of the study tool, and Alpha

scored (0.951), referring to the fact that the tool was reliable given that it was higher than 0.60. Other statistical tests included AMOS:

- Mean and standard deviation;
- Frequency and percentages;
- Structural Equation Modeling (SEM).

5. Analysis and Results

5.1. Demographics Results

Frequency and percentage analysis were done on sample individuals' responses. Results indicated – as in table 1 below – that majority of the sample who responded to the questionnaire were males forming 63.5% of the total sample, within the age range of 35-39 years old, appearing to from 64% of the sample. In addition, most sample individuals seemed to hold a BA degree forming 72.5%, with an experience of more than 11 years forming 60.3% of the sample (Table 1).

Table 1 Sample results

	F	%
Gender		
Male	120	63.5
Female	69	36.5
Educational Level		
Diploma	10	5.3
BA	137	72.5
MA	38	20.1
PhD	4	2.1
Experience		
2-4	15	7.9
5-7	34	18.0
8-10	26	13.8
+11	114	60.3
Age		
25-29	9	4.8
30-34	15	7.9
35-39	121	64.0
+40	44	23.3
Total	189	100.0

5.2. Questionnaire Analysis

When calculating the mean and standard deviation of statements' responses, individuals had positive attitudes towards questionnaire items as all of them scored higher than the mean of scale 3.00.

Through analysis, it was seen that the highest mean was scored by the statement articulated, "Level of customer loyalty is increasing on daily bases", scoring a mean of 4.300/5.00.

However, the least mean was scored by the statement articulated: "Transportation process takes place according to products' shelf life", with a mean of 3.84/5.00, which was also positive as it was higher than the mean of the scale 3.00 (Table 2).

Table 2 Responses to questionnaire statements

	Mean	Std. Deviation
Marketing Logistics		
Customer profiling		
The organization executes strategies to figure out the most profitable areas of demand	4.18	.939
There is a good level of customer understanding in the marketing department	4.13	.976
Areas most profitable are most serviced with distribution logistics	4.41	.785
Delivery is free for areas that have high demand percentage	4.28	1.000
Delivery is fast for areas that have high demand percentage	4.08	1.106
Good Distribution		
Distribution is based on the original quality of the product	3.87	1.132
Distribution takes place as customers' were promised	4.06	1.133
The distribution process is based on analyzing the market	4.31	.870
The organization makes sure that the distribution process is cost-effective	3.90	1.203
Horizontal distribution is always taken into consideration for organizations	3.88	1.242
Transportation		
The transportation process takes place according to products' shelf life	3.84	1.233
The process of distribution is managed based on urgency and volume	4.15	.996
Air, sea, road, and trail transportation is decided according to products' vulnerability	4.10	1.068
The organization makes sure that the transportation process is cost and time effective	3.98	1.123
Customer satisfaction is essential when it comes to transportation	4.07	1.057
Packaging and Information		
All products are guaranteed to have complete information before transportation	4.14	1.024
Customers are granted products with good packaging	4.10	1.107
Extra care is given when packing fragile products	3.95	1.157
Temperature is put into consideration when packing certain types of products	4.19	.883
Liquid products are packed with different approaches compared to solid products	4.00	1.037
Customer Service		
There are multiple channels to deal with customers' queries	4.09	1.009
All queries and complaints are dealt with in a fast and professional approach	4.14	1.033
Feedback is always welcome through specific channels that are always open	4.12	1.037
Customers' problems are dealt with on the spot	4.04	1.079
Reversed Logistics		
Any flaws or malfunctions in products are taken back to the manufacturer	4.03	1.002
All notes of customers that end up returning products are taken care of	3.91	1.157
The organization guarantees money back, refunds, store credits, and replacement for any defective products	4.17	.932
The organization grants customers warranty and guarantees on their products	3.94	1.145
The organization sticks to its promises when it comes to any reversed logistics	4.24	.975
Organizational Excellence		
Customer relationship management is an integral part to reach excellence	3.89	1.176
Internal operations are the key to reaching excellence	4.12	1.037
It is impossible to reach excellence without a well-built leadership	4.15	.994
Customer satisfaction leads to loyalty which in its turn supports organizational excellence efforts	3.93	1.163
The key to excellence in customer service and satisfaction	4.20	.933
EFQM Excellence Model		
Enablers		
Leadership is trained to lead, not manage	3.97	1.132
Leaders are always aware of any obstacles that may befall the supply chain	4.26	.979
Organizational strategy is crystal clear to all workers in the organization	3.92	1.182
Employees are aware of their organizational goals	4.20	.999
Employee satisfaction is a key to organizational excellence	3.95	1.157
Training and learning is an integral process of employees' tasks and missions	4.18	.984
New affiliations are always initiated with new suppliers	3.95	1.168
Society is one of the most important shareholders in the organization	4.26	1.001
Product development is a key for excellence	3.88	1.215
Operations are monitored and assessed on regular bases	4.14	1.058
Results		
Leadership is trained to lead, not manage	4.20	1.020
The organization enjoys a good level of customer satisfaction	4.03	1.113
The level of customer loyalty is increasing on daily bases	4.33	.916
Employees' satisfaction is increasing and supporting organizational results	3.95	1.168
Organizational social responsibility is vivid and accredited	4.21	.986
Business operations are reaching the highest levels	4.26	.941

5.3. Variable Analysis

Mean and standard deviation was done on study variables in general. It was also seen that respondents had positive attitudes towards study variables as all of them scored higher than the mean of scale 3.00. The

highest positively received variable was customer profiling from marketing logistics which scored a mean of 4.21/5.00. The lowest mean of variables was scored by the variable of good distribution, which appeared to score 4.00/5.00, which is also positive since it was

higher than the mean of the scale (Table 3).

Table 3 Descriptive statistics of variables

	Mean	Std. Deviation
Customer profiling	4.2159	.71783
Good distribution	4.0053	.90235
Transportation	4.0275	.89590
Packaging and Information	4.0741	.83819
Customer Satisfaction	4.0966	.90595
Reversed Logistics	4.0593	.85345
EFQM	4.0744	.84714

Enablers	4.0582	.85371
Results	4.1014	.89530
Organizational Excellence	4.1545	.83910

5.4. Structural Framework and Hypotheses Testing

Before it can be utilized to undertake structural analysis, this study model must be validated using a set of indicators to establish whether it is appropriate for this research. Table 4 shows the indicators.

Table 4 Fit model

Indicator	AGFI	$\frac{\chi^2}{df}$	GFI	RMSEA
Value Recommended	> 0.8	< 5	> 0.90	≤ 0.10
References	[55]	[56]	[55]	[57]
Value of Model	0.912	2.216	0.911	0.081

All indicators have exceeded the thresholds given by the relevant sources and study, according to the conclusions shown in Table 4.

5.5. Testing Hypotheses

The researchers relied on structural equation analysis to test their research hypotheses. The hypothesis will be accepted if the p-value is less than 0.05.

Table 5 shows a few of the results:

Table 5 The results of testing hypotheses

		Standardized Indirect Effects	Standardized Total Effects	T-value	P	Label
EFQM	<--- Marketing logistics	0.666	0.924	26.733	***	Accept
Excellence	<--- EFQM		0.72	8.185	***	Accept
Excellence	<--- Marketing logistics	0.666	0.868	2.260	.024	Accept

H1: Marketing logistics has a statistically positive role in reaching organizational excellence.

This hypothesis is accepted (Standardized Total Effects = 0.868; P < 0.05; = 0.024). It means that marketing logistics has a statistically positive role in reaching organizational excellence.

H2: Marketing logistics have a statistically significant role in the EFQM model.

This hypothesis is accepted (Standardized Total Effects = 0.924; P < 0.05; = 0.024). This means that marketing logistics has a statistically significant role in EFQM model.

H3: EFQM model has a statistically positive role in reaching organizational excellence.

This hypothesis is accepted (Standardized Total Effects = 0.72; P < 0.05; = 0.024). It means that the EFQM model has a statistically positive role in reaching organizational excellence.

H4: Marketing logistics has a statistically positive role in reaching organizational excellence.

This hypothesis is accepted (Standardized Indirect Effects = 0.666; P < 0.05; = 0.000). Also, it was found that the t value for the direct effect was significant at a 0.05 level. It means that marketing logistics have a statistically positive role in reaching organizational excellence mediated by the EFQM excellence model (Fig. 3).

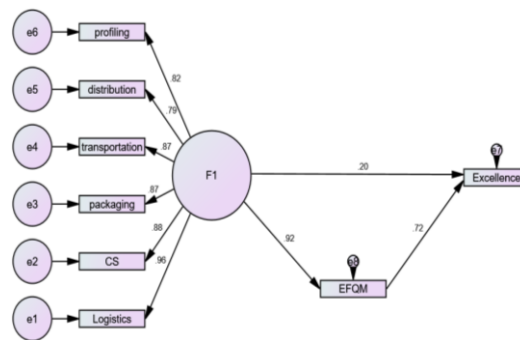


Fig. 3 Study model analysis

6. Discussion

The current study aimed at identifying the role of marketing logistics (customer profiling, goods distribution, transportation, packaging & information, customer service, and reverse logistics) in reaching organizational excellence, utilizing the mediating role of the European Foundation for Quality Management (EFQM) excellence model. A quantitative approach was adopted, and a questionnaire was employed to gather all necessary primary data for testing. SPSS/AMOS was used in order to screen and analyze results, following findings were reached:

- Respondents seemed to have a good experience in marketing logistics and the EFQM model; they could answer the questionnaire with a statistically proper approach.
- Results indicated that marketing logistics could

throw a positive influence on organizational excellence. It helped the organization reach excellence by supporting the functions of its variables.

- At the same time, results indicated that marketing logistics positively influences the EFQM excellence model by focusing on supporting the dimensions of the EFQM model by giving more supporting results with the functions of enablers.

- The analysis also showed that EFQM could positively influence organizational trials to reach excellence.

- The central and direct hypothesis of the study was also approved, and it appeared that marketing logistics has a statistically positive role in reaching organizational excellence.

Based on the results above, it can be said that marketing logistics can deliver the organization to excellence; this relationship was mediated by the influence of the EFQM excellence model, which focuses on areas of development and enhancements in the organization – internal and external – operations. That was agreed on by Jaeger and Matyas [7] and Zhang et al. [53] who argued that business organizations are constantly working to achieve success and maintain their success and survival. It makes them constantly seek to develop, improve, and modify their strategies, develop their products, and use renewable tools and means. Furthermore, the management of the modern organization seeks to benefit from the knowledge and sciences that scientists and knowledge circles constantly develop and develop. These efforts lead to providing new opportunities and achieving progress and continuous development.

It was concluded that EFQM in the marketing fields contributes to influencing the gaps in the organization in terms of identifying the obstacles it faces as soon as they appear or even predicting them. Furthermore, the study found that EFQM in marketing helps the organization to collect information and make significant leadership and management decisions. Such decisions utilize direct impact on human resources and employee satisfaction, internal strategic processes, leadership and the role that it plays in managing employees, the organization's relationship with customers, the extent of the organization's awareness of customers' desires, and the way to reach their loyalty, according to Manarbek [49].

According to the study results, customer profiling was the most influential marketing logistics. Therefore, it can be said that customer profiling contributed to increasing the organization's awareness of the desires and requests of customers. In addition, the possibility of classifying, storing, and retaining information related to them to build a customer base that can direct the organization's efforts towards what would satisfy the client and obtain his loyalty. The study proved that customer profiling through marketing logistics unites EFQM as a quality model to achieve many goals.

Including reaching the areas and regions most in demand for products, achieving a high level of understanding of customer desires, controlling distribution and delivery logistics based on the specifications of existing customers, and achieving the goal of quick and satisfactory access to customers according to what came along with Escrig-Tena et al. [50] and Medne et al. [51].

The study proved that the integration between the practices of the marketing organization and EFQM is enough to reach organizational excellence by focusing on the primary and vital joints in marketing logistics, such as suppliers and the relationship with them, in addition to the mechanism of dealing with the supply chain, delivery, and transportation. For the organization, this constitutes the essential map for dealing with the offered products by focusing on the strengths and exploiting them, and trying to develop and develop weaknesses.

7. Conclusion and Recommendations

Marketing logistics is one of the essential components of any business that delivers products or services to customers. A good product, unless it reaches the right customers, is useless. Likewise, there is no importance for a product that reaches the right customers without adequate information, good packaging or even arriving late without complying with the agreed delivery dates. Therefore, the study has proven that the management of marketing logistics is so important that it affects the organization's excellence and its ability to win customer satisfaction and loyalty. In addition, the lack of commitment to a well-studied marketing logistics would lead the organization to a stage where even its best products do not positively impact its reputation or competitive precedence, and consequently the loss of its position and market share. Furthermore, although industrial organizations seek to achieve high and advanced levels by developing products and services according to the customers' desires, a lack of attention to quality causes an increase in the time taken by tasks and in monitoring work, thus increasing the complaints of the beneficiaries of these services.

Furthermore, many of the procedures initiated by the institution to deliver services focus on monitoring the objectives and ensuring their achievement. Therefore, these procedures are often long and rigid, negatively affecting the client. Therefore, one of the leading comprehensive quality objectives is to reduce the time required to complete tasks for the client, and it is it requires doing the right things the right way the first time, and that means reducing or re-doing damaged things and thus lowering costs.

It is worth mentioning that the current study was limited to Jordanian food manufacturing and packing organizations. In addition to that, the study application process was limited to resilient individuals to fill the

questionnaire online as COVID 19 health precautions prevented direct contact with individuals that may result in gatherings and increase the chance to spread the virus. Also, the current study was limited to organizations operating in Jordan and registered within the Jordanian chamber of industry.

The novelty of the current study appeared through the use of marketing logistics and gathering it with the EFQM model; this orientation was not carried out before in such a specific approach. It is expected that it can form an aid source for marketers and marketing managers to initiate ideas and strategic plans that can support marketing department efforts to reach excellence. In addition to that, the current study distinguished with the idea that it looked at the EFQM model from a different point of view from the rest of the studies, as previous studies referred to the EFQM model as an innovative model capable of stimulating the organization's culture and beliefs concerning quality and organizational goals to be achieved. However, no study combined the model with marketing logistics exclusively to look at the role of marketing logistics in stimulating efforts to reach organizational excellence through the modified countries of the EFQM model. That is what has been proven in our current study.

Based on what was presented earlier, the current study recommended the following:

- Increase organizational attention towards operations that are related to transportation of goods between manufacturer and customer
- Take extra attention to the process of delivery based on customer profiling information as an indicator of high-demand areas and regions.

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