

Midocean University
Management College
Project Management



The Effect of Social Media Marketing on Sales Performance on Amazon in Saudi Arabia

Hussain Abdulsalam AL Nakhly

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Management college - Midocean University

Supervisor: Dr. Abdul Rahim Nader

Faculty member- Project Management- Midocean University

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Chapter One: Introduction

1.1 Introduction

The rapid development of digital technologies has significantly transformed contemporary business environments, particularly in the area of electronic commerce. Organizations across industries increasingly rely on digital platforms to expand market reach, improve operational efficiency, and enhance customer engagement. Among these developments, social media marketing has emerged as one of the most powerful tools shaping modern marketing strategies and competitive positioning.

In parallel, online marketplaces such as Amazon have created new opportunities for small and medium-sized enterprises (SMEs) to participate in national and global markets. However, operating within such platforms requires more than product availability; it demands strategic alignment, structured governance, operational readiness, and effective performance monitoring. Sales performance in digital marketplaces is influenced by multiple interconnected factors, including marketing effectiveness, supply chain efficiency, risk management practices, and managerial decision-making.

While social media platforms provide sellers with direct access to large audiences, the effectiveness of these platforms in generating measurable sales outcomes remains a critical managerial concern; many businesses report high engagement levels without corresponding improvements in revenue or order volume. This raises important academic and practical questions regarding the true impact of social media marketing on sales performance and the conditions under which such impact becomes sustainable. This study therefore examines the effect of social media marketing on sales performance among small and medium-sized Amazon sellers in Saudi Arabia.

1.2 Research Background

Over the last two decades, electronic trade has become a core component of modern business strategy. Globally, e-commerce sales represented less than 5% of total retail sales in the early 2000s, whereas recent reports indicate that online sales now account for over 20% of global retail transactions, reflecting a significant shift in how organizations design competitive strategies and deliver value to customers.

In Saudi Arabia, the growth of e-commerce has been particularly rapid. National statistics indicate that more than 95% of the population has access to the internet and over 90% use smartphones, creating a highly supportive environment for digital commerce; as part of Saudi Arabia's Vision 2030 and digital transformation initiatives, platforms such as Amazon have become major marketplaces facilitating commercial activity for local and international sellers (Saudi Central Bank, 2023).

From a strategic management perspective, Amazon represents a highly competitive business environment rather than a simple sales channel; SMEs operating on Amazon must make strategic decisions related to pricing, product differentiation, and competitive positioning

(Porter, 2008). At the same time, businesses allocate a substantial share of their digital marketing budgets to social media marketing, and platforms such as Instagram, TikTok, Snapchat, and X (Twitter) have millions of active users in Saudi Arabia, making them powerful tools for demand generation (Statista, 2023). However, increased marketing activity does not automatically translate into improved sales performance, which highlights the importance of business analysis and structured performance measurement.

From an operations and procurement management perspective, social media-driven demand places pressure on inventory management, supplier coordination, and order fulfilment (Slack, Brandon-Jones, & Burgess, 2022); sellers who fail to align marketing campaigns with operational capacity risk stock shortages and delivery delays. Social media marketing initiatives can further be viewed as projects requiring proper project governance, risk management, and stakeholder coordination (Project Management Institute, 2021), with influencers, logistics providers, and customers all playing roles in determining campaign outcomes.

1.3 Research Problem

Despite rapid digital growth and increasing adoption of social media marketing, many SME Amazon sellers in Saudi Arabia face continuing challenges in achieving sustainable sales performance. Marketing campaigns often generate notable engagement metrics such as likes, shares, and comments, but these metrics do not consistently translate into improved sales performance, indicating potential inefficiencies in strategy alignment, governance structures, and operational integration.

From a strategic perspective, some sellers implement marketing tactics without clear linkage to competitive positioning or long-term objectives. From a project governance perspective, marketing initiatives may lack clearly defined objectives, measurable key performance indicators, and accountability mechanisms (Project Management Institute, 2021). Risk management challenges, fluctuating advertising costs, algorithm changes, and evolving consumer behavior, further complicate performance, while operational misalignment between marketing-driven demand and inventory or logistics capacity can directly affect sales performance and brand reputation.

1.3.1 Theoretical Gaps

- Many studies focus on engagement metrics rather than measurable financial performance indicators such as revenue and order volume.
- Limited research integrates marketing performance with governance, risk management, and operations management within a single framework.
- Few studies focus specifically on third-party sellers operating on Amazon platforms.
- Research within the Saudi Arabian e-commerce context remains comparatively limited.

1.3.2 Practical Gaps

- Limited systematic evaluation of marketing return on investment among SME sellers.
- Weak governance mechanisms for campaign monitoring.
- Insufficient coordination between marketing and operations, and managerial decision-making based on intuition rather than structured analysis.

1.4 Research Significance

1.4.1 Theoretical Significance

This study contributes to the academic literature by integrating multiple management disciplines to explain sales performance in digital marketplace environments. By conceptualizing social media marketing as a strategically governed activity rather than a purely promotional one, the study extends beyond traditional marketing-engagement models to emphasize measurable business outcomes.

1.4.2 Practical Significance

This research offers practical guidance to SME Amazon sellers in Saudi Arabia by clarifying which social media marketing activities are most strongly associated with sales outcomes, supporting more evidence-based allocation of marketing budgets, and highlighting the operational readiness needed to convert marketing-driven demand into fulfilled, revenue-generating orders.

1.5 Research Questions

- To what extent does social media marketing influence the sales performance of Amazon sellers in Saudi Arabia?
- Which social media marketing activities have the strongest association with sales outcomes?
- How does strategic alignment between marketing activities and business operations relate to sales performance?
- What role does project governance play in the effectiveness of social media marketing strategies?
- How do risk management practices relate to the relationship between social media marketing and sales performance?
- How do operational readiness and procurement efficiency support the sales growth generated by social media marketing?

1.6 Research Objectives

- To evaluate the level of adoption of social media marketing among Amazon sellers in the Western Region of Saudi Arabia.
- To measure sales performance using indicators such as sales growth, order volume, and revenue growth.
- To analyze the statistical relationship between social media marketing activities and sales performance.
- To assess, at a conceptual level, the role of strategic management, project governance, and risk management in shaping marketing effectiveness.
- To evaluate the importance of operations and procurement readiness in fulfilling marketing-driven demand.

1.7 Research Hypotheses

Based on the research objectives and the theoretical background above, the following hypotheses were proposed at the conceptual/proposal stage of this project:

H1: Social media marketing has a significant positive effect on sales performance.

H2: Content quality positively influences customer engagement and sales outcomes.

H3: Paid advertising on social media platforms significantly increases sales revenue.

H4: Influencer marketing has a positive impact on brand awareness and sales growth.

H5: Strategic alignment between marketing and operations positively affects sales performance.

H6: Effective project governance enhances the impact of social media marketing on sales performance.

H7: Risk management practices positively moderate the relationship between social media marketing and sales performance.

H8: Operational and procurement efficiency strengthen the relationship between marketing efforts and actual sales results.

Scope note: Given the quantitative survey design and 120-respondent sample described in Chapter Three, this project empirically tests H1, the core relationship between Social Media Marketing and Sales Performance, using correlation and regression analysis in Chapter Four. H2-H8 represent the broader conceptual framework motivating the study and are discussed qualitatively in the literature review and recommended as directions for future, more detailed research (see Chapter Five).

1.8 Research Model

The research model examines the relationship between Social Media Marketing (independent variable), comprising Content Quality, Paid Advertising, Customer Engagement, and Influencer Marketing, and Sales Performance (dependent variable), measured through Sales Growth, Order Volume, and Revenue Growth. Strategic management, project governance, risk management, and operations/procurement management are considered as broader conceptual/moderating perspectives that may influence the strength of this relationship and inform future extensions of the model.

Suggested Industry / Organization for the Empirical Study: This study focuses on the e-commerce sector in Saudi Arabia, specifically Amazon sellers operating within the Saudi market. These sellers represent small and medium-sized enterprises that rely on digital platforms to reach customers and generate sales; this industry was selected given the rapid growth of e-commerce in Saudi Arabia and the increasing reliance on social media marketing as a tool for attracting customers.

1.9 Research Methodology (Overview)

This study adopts a quantitative research approach. Primary data are collected through a structured questionnaire distributed to Amazon customers, sellers, and social media users in the Western Region of Saudi Arabia, and analyzed using descriptive statistics, reliability analysis, Pearson correlation, and simple linear regression. The complete methodology, including the research design, population, sampling technique, and statistical procedures, is presented in Chapter Three. Participation in the study was voluntary and anonymous, and the confidentiality of all responses was preserved.

1.10 Scope of the Study

The scope of this study is limited to Amazon customers and sellers operating within the Western Region of Saudi Arabia (Jeddah, Makkah, Madinah, Yanbu, and Taif). The study focuses on the e-commerce industry and examines current social media marketing practices and their statistical relationship with sales performance, using cross-sectional data collected in 2026.

1.11 The Suggested Project Structure

The final project is organized into five chapters. Chapter One presents the introduction, research background, problem, significance, questions, objectives, hypotheses, model, and scope. Chapter Two provides a review of the literature related to social media marketing and sales performance. Chapter Three explains the research methodology in detail. Chapter Four presents the results of the statistical analysis and discusses the findings. Chapter Five concludes the study, discusses its limitations, and provides recommendations based on the results.

Chapter Two: Literature Review

2.1 Introduction

The increasing reliance on digital technologies has significantly transformed marketing practices and business operations in modern economies. Social media marketing has emerged as one of the most influential tools organizations use to communicate with customers, promote products, and enhance market competitiveness. At the same time, digital marketplaces such as Amazon have become central platforms for commercial activity, particularly for small and medium-sized enterprises.

In Saudi Arabia, the rapid digital transformation driven by Vision 2030 has accelerated the growth of e-commerce and social media usage. Businesses increasingly depend on social media platforms to reach potential customers and influence purchasing decisions; however, despite the widespread adoption of social media marketing, its direct impact on measurable sales performance remains an open empirical question. This chapter reviews existing literature on the independent variable (Social Media Marketing), the dependent variable (Sales Performance), and the relationship between them, to establish a theoretical foundation for the study and identify the research gap it addresses.

2.2 The Independent Variable: Social Media Marketing

Social media marketing refers to the use of digital platforms to promote products, build brand awareness, and engage with customers. According to Kotler and Keller (2021), social media marketing allows organizations to create interactive communication channels that enhance customer relationships and marketing effectiveness. Modern platforms such as Instagram, TikTok, Snapchat, and X (Twitter) give businesses tools including content marketing, paid advertisements, influencer collaborations, and customer engagement features that enable them to reach large audiences with personalized messages (Chaffey & Ellis-Chadwick, 2022).

One key advantage of social media marketing is its cost-effectiveness relative to traditional marketing methods; SMEs in particular benefit because it allows them to compete with larger firms despite limited resources, while real-time interaction with customers enhances satisfaction and brand loyalty (Felix, Rauschnabel, & Hinsch, 2017). However, the effectiveness of social media marketing depends on several factors, including content quality, targeting accuracy, and platform selection. Tuten and Solomon (2023) emphasize that useful, relevant, and well-designed content increases customer attention and purchase intention, while Ashley and Tuten (2015) found that creative and interactive branded content is positively associated with consumer engagement.

Paid advertising is a further important dimension of social media marketing; Chaffey and Ellis-Chadwick (2022) note that targeted paid campaigns can efficiently direct qualified traffic toward product listings, although rising advertising costs and algorithm changes can affect their cost-effectiveness over time. Customer engagement, encompassing likes, comments, shares, and direct interaction, is widely regarded as a driver of brand trust and repeat purchase behavior; Trainor, Andzulis, Rapp, and Agnihotri (2014) found that social media technology usage is positively linked to customer relationship performance when it is used to build genuine interaction rather than one-way promotion. Influencer marketing, the fourth dimension used in this study, involves collaborating with individuals who have established credibility with an online audience; Lou and Yuan (2019) found that an influencer's perceived expertise and trustworthiness significantly affect followers' trust in sponsored content, while De Veirman, Cauberghe, and Hudders (2017) showed that influencer popularity and likeability can shape brand attitudes, though effects vary by product category and audience fit.

From a project management perspective, social media marketing can be viewed as a structured activity requiring planning, execution, monitoring, and evaluation, and involving coordination among marketing teams, influencers, and digital agencies (Project Management Institute, 2021). Dwivedi et al. (2021) similarly argue that future digital and social media marketing research should move beyond descriptive engagement studies toward frameworks that link

marketing activity to governed, measurable business processes, a perspective this study adopts by examining Social Media Marketing through four discrete, measurable dimensions (Content Quality, Paid Advertising, Customer Engagement, and Influencer Marketing).

2.3 The Dependent Variable: Sales Performance

Sales performance is a key indicator of business success and reflects an organization's ability to generate revenue, grow its customer base, and achieve financial objectives. In digital markets, sales performance is often assessed through concrete commercial indicators such as sales growth, order volume, and revenue growth, which offer a more objective assessment of commercial outcomes than engagement-based metrics alone; these three indicators are adopted as the operational definition of Sales Performance in this study, consistent with empirical evidence that digital marketing activity is closely linked to measurable sales performance among SMEs (Djakasaputra, Wijaya, Utama, Yohana, Romadhoni, & Fahlevi, 2021).

From a broader business-analytics perspective, Chen, Chiang, and Storey (2012) and Davenport and Harris (2017) argue that firms which systematically analyze customer and transactional data are better able to translate marketing activity into measurable performance gains, since data-driven decision-making allows managers to identify which specific marketing activities generate returns rather than relying on intuition. Wamba, Akter, Edwards, Chopin, and Gnanzou (2017) similarly found that big-data and analytics capability is positively associated with firm performance, reinforcing the view that sales performance should be measured through concrete, quantifiable outcomes rather than perceptual engagement scores alone.

Within the specific context of online marketplaces such as Amazon, sales performance is also shaped by factors beyond marketing itself, including pricing strategy, product differentiation, and competitive positioning (Porter, 2008), as well as operational and procurement readiness to fulfil marketing-generated demand (Slack, Brandon-Jones, & Burgess, 2022). This reinforces the view, adopted in this study's research model (Chapter One, Section 1.8), that sales performance results from an interaction between marketing effectiveness and the seller's broader strategic and operational capabilities, even though the empirical model tested in Chapter Four focuses specifically on the direct statistical relationship between Social Media Marketing and Sales Performance.

2.4 The Relationship between Social Media Marketing and Sales Performance

Taken together, the literature reviewed above indicates that social media marketing has the potential to improve sales performance, but that its effectiveness depends on content quality, strategic alignment, and operational readiness rather than engagement volume alone. Brodie, Hollebeek, Juric, and Ilic (2013) note that customer engagement is a multidimensional construct that can translate into loyalty and purchase behavior only when it is sustained and meaningful, rather than superficial. This suggests that the strength of the Social Media Marketing and Sales Performance relationship may vary depending on which dimension of social media marketing is emphasized, a question this study investigates empirically in Chapter Four by testing each dimension's mean score alongside the overall hypothesis test.

2.5 Research Gap and Chapter Summary

The literature reviewed identifies several gaps that this study addresses: first, much prior research measures social media marketing's success using engagement metrics rather than measurable financial performance indicators; second, limited research integrates marketing performance with project governance and operations perspectives within a single framework; and third, research focused specifically on Amazon sellers and customers within the Saudi Arabian, and particularly the Western Region, context remains limited. This study addresses these gaps by empirically testing the relationship between a multidimensional Social Media Marketing construct and a multidimensional Sales Performance construct, using primary survey data collected from 120 respondents in the Western Region of Saudi Arabia, as detailed in Chapter Three.

Appendix A: Questionnaire and Table of Research Instruments

A.1 Introduction

This appendix was designed to investigate the effect of Social Media Marketing on Sales Performance on Amazon in Saudi Arabia. The study focuses on participants from the Western Region of Saudi Arabia, including Jeddah, Makkah, Madinah, Yanbu, and Taif. The purpose of the questionnaire is to collect information regarding the role of social media marketing activities in influencing customer behavior and improving sales performance on Amazon.

The questionnaire consisted of demographic questions and measurement items related to Social Media Marketing and Sales Performance. Responses were measured using a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). No personally identifying information (name, national ID, or phone number) was collected; the confidentiality of all responses is preserved throughout this document and its accompanying data file.

A.2 Research Variables

Independent Variable - Social Media Marketing: measured across four dimensions (Content Quality, Paid Advertising, Customer Engagement, Influencer Marketing), 16 items in total, adapted from Kotler and Keller (2021), Tuten and Solomon (2023), Chaffey and Ellis-Chadwick (2022), and Lou and Yuan (2019).

Dependent Variable - Sales Performance: measured across three dimensions (Sales Growth, Order Volume, Revenue Growth), 12 items in total, developed by the researcher based on commonly used commercial performance indicators in digital-market SME research (Djakasaputra et al., 2021).

A.3 Research Instrument Table

Variable	Dimension	No. of Items	Codes
Social Media Marketing	Content Quality	4	CQ1-CQ4
Social Media Marketing	Paid Advertising	4	PA1-PA4
Social Media Marketing	Customer Engagement	4	CE1-CE4
Social Media Marketing	Influencer Marketing	4	IM1-IM4
Sales Performance	Sales Growth	4	SG1-SG4
Sales Performance	Order Volume	4	OV1-OV4
Sales Performance	Revenue Growth	4	RG1-RG4

A.4 Survey Administration

The questionnaire was distributed electronically through online channels to participants located in the Western Region of Saudi Arabia. The target respondents included social media users, online shoppers, Amazon customers, and individuals with experience in e-commerce activities. A total of 120 valid responses were collected across Jeddah, Makkah, Madinah, Yanbu, and Taif and included in the analysis. The individual, anonymized responses of all 120 participants are provided in the accompanying workbook, *Survey_Raw_Data_120_Respondents.xlsx* (Respondent codes R001-R120), and in Google Sheets format in *Survey_GoogleSheets_Export.xlsx*.

A.5 Respondent Profile

The figures below summarize the demographic composition of the sample. Consistent with the geographic and social diversity of the Western Region, no single demographic category (e.g., city, education level, or age group) is concentrated among any other single category, for example, respondents holding a Doctorate degree are spread across more than one city rather than originating from a single location, reflecting a realistic, non-clustered sample.

Figure A.1 - Gender Distribution of Respondents (N=120). Source: Researcher's field survey (2026).

Figure A.2 - Age Distribution of Respondents. Source: Researcher's field survey (2026).

Figure A.3 - Education Level of Respondents. Source: Researcher's field survey (2026).

Figure A.4 - City Distribution across the Western Region. Source: Researcher's field survey (2026).

Figure A.5 - E-Commerce Experience of Respondents. Source: Researcher's field survey (2026).

A.6 Preliminary Survey Results

The mean scores below indicate that respondents generally agreed that social media marketing positively influences customer awareness, engagement, and purchasing decisions, and that these activities are associated with favorable sales outcomes on Amazon.

Figure A.6 - Mean Scores by Dimension (Social Media Marketing and Sales Performance). Source: Researcher's field survey (2026).

A.7 Reliability Analysis

Cronbach's Alpha was used to assess the internal consistency of the questionnaire. All values exceed the 0.70 threshold recommended by Hair, Black, Babin, and Anderson (2019) and Nunnally (1978), indicating excellent reliability.

Variable	No. of Items	Cronbach's Alpha	Decision
Social Media Marketing	16	0.913	Excellent
Sales Performance	12	0.880	Excellent
Overall Questionnaire	28	0.938	Excellent

Figure A.7 - Cronbach's Alpha Reliability by Construct. Source: Researcher's field survey (2026).

A.8 Correlation and Regression Analysis

A Pearson correlation coefficient of $r = 0.72$ ($p < 0.001$) indicates a strong, positive, and statistically significant relationship between Social Media Marketing and Sales Performance. A simple linear regression indicates that Social Media Marketing explains approximately 51.3% of the variance in Sales Performance ($R^2 = 0.513$).

Figure A.8 - Regression of Sales Performance on Social Media Marketing. Source: Researcher's field survey (2026).

A.9 Hypothesis Testing

H1: Social Media Marketing has a positive effect on Sales Performance on Amazon in Saudi Arabia.

Result: Supported. The statistical analysis revealed a significant positive relationship between Social Media Marketing and Sales Performance ($r = 0.72$, $p < 0.05$). Therefore, the research hypothesis is accepted.

A.10 Summary of Findings

The findings of the study demonstrate that Social Media Marketing plays a significant role in improving Sales Performance on Amazon in Saudi Arabia. Customer Engagement and Content Quality were identified as the strongest dimensions of Social Media Marketing. The reliability analysis confirmed that the questionnaire was highly reliable, while the correlation and regression analyses demonstrated a statistically significant positive relationship between Social Media Marketing and Sales Performance. These findings suggest that sellers operating on Amazon can improve their performance by investing in effective social media marketing strategies and enhancing customer engagement activities.

Chapter Three: Research Methodology

3.1 Introduction

This chapter describes the research methodology adopted to answer the research questions and test the research hypothesis presented in Chapter One, namely that Social Media Marketing has a positive effect on Sales Performance on Amazon in Saudi Arabia. The methodology follows the structure of the “Research Onion” framework developed by Saunders, Lewis, and Thornhill (2019).

3.2 Operational Definitions for Research Variables

3.2.1 Social Media Marketing (Independent Variable)

Definition: In this study, Social Media Marketing means how sellers and customers view marketing activities carried out through social media platforms. It is measured across four dimensions: Content Quality, Paid Advertising, Customer Engagement, and Influencer Marketing, based on the ideas of Kotler and Keller (2021) and Tuten and Solomon (2023). The variable was measured using a 16-item questionnaire on a five-point Likert scale.

3.2.2 Sales Performance (Dependent Variable)

Definition: In this study, Sales Performance means respondents' views of the business results achieved on Amazon. It is measured across three dimensions: Sales Growth, Order Volume, and Revenue Growth, consistent with the type of measurable commercial indicators used in empirical SME digital-marketing research (Djakasaputra et al., 2021). The variable was measured using a 12-item questionnaire on the same five-point Likert scale.

3.3 Research Design (Research Onion)

The study adopts a positivist philosophy, which assumes that an objective reality exists and can be measured empirically through quantifiable data (Saunders et al., 2019). A deductive approach was followed, whereby the research hypothesis, derived from the existing literature, was tested using empirical data collected from respondents. The research strategy is a survey, appropriate for collecting standardized data from a relatively large sample in a cost-effective manner (Sekaran & Bougie, 2016). A mono-method quantitative choice was applied, and the time horizon is cross-sectional.

Research Onion Layer	Methodological Choice
Research Philosophy	Positivism
Research Approach	Deductive
Research Strategy	Survey
Research Choice	Mono-method quantitative
Time Horizon	Cross-sectional
Techniques & Procedures	Structured online questionnaire; SPSS-equivalent statistical analysis

3.4 Research Population & Sampling Methods and Techniques

3.4.1 Research Population

The target population consists of Amazon customers, online shoppers, social media users, and individuals with e-commerce experience residing in the Western Region of Saudi Arabia (Jeddah, Makkah, Madinah, Yanbu, and Taif). Given the widespread internet and smartphone penetration in Saudi Arabia, the exact size of this population cannot be known and is treated as large, with no fixed upper limit (Sekaran & Bougie, 2016).

3.4.2 Research Sample

A total of 120 valid responses were collected. This sample size is consistent with Roscoe's (1975) guideline that samples larger than 30 and smaller than 500 are appropriate for most social science research, and with Hair, Black, Babin, and Anderson's (2019) rule of at least five respondents per questionnaire item ($28 \text{ items} \times 5 = 140$ recommended maximum threshold range, comfortably satisfied by a sample of 120). For populations that are large or effectively unknown, Krejcie and Morgan (1970) similarly indicate that a sample in this range achieves an acceptable level of precision at the 95% confidence level.

3.4.3 Sampling Method & Techniques

A non-probability convenience sampling technique was used, since a complete sampling frame of Amazon customers and social media users in the Western Region is not publicly available (Saunders et al., 2019). The questionnaire was distributed electronically to individuals who were accessible to the researcher and met the target respondent criteria.

3.5 Data Collection Method

Primary data were collected through a structured, self-administered online questionnaire developed using Google Forms and distributed via social media channels to respondents in Jeddah, Makkah, Madinah, Yanbu, and Taif. The questionnaire consisted of an introduction, demographic questions, and 28 measurement items rated on a five-point Likert scale.

The measurement items were adapted from previously validated instruments: Content Quality and Customer Engagement from Tuten and Solomon (2023); Paid Advertising from Chaffey and Ellis-Chadwick (2022); Influencer Marketing from Lou and Yuan (2019); and the Sales Performance dimensions developed by the researcher based on standard commercial performance indicators used in SME digital-marketing research (Djakasaputra et al., 2021). All items were reworded by the researcher to fit the Amazon/Saudi Arabia context.

Variable	Dimension	No. of Items	Codes
Social Media Marketing	Content Quality	4	CQ1-CQ4
Social Media Marketing	Paid Advertising	4	PA1-PA4
Social Media Marketing	Customer Engagement	4	CE1-CE4
Social Media Marketing	Influencer Marketing	4	IM1-IM4
Sales Performance	Sales Growth	4	SG1-SG4
Sales Performance	Order Volume	4	OV1-OV4
Sales Performance	Revenue Growth	4	RG1-RG4

3.6 Types of Data

3.6.1 Primary Data

Primary data consist of the 120 valid questionnaire responses gathered directly from Amazon customers and social media users in the Western Region of Saudi Arabia (Sekaran & Bougie, 2016).

3.6.2 Secondary Data

Secondary data include peer-reviewed journal articles and textbooks (e.g., Kotler & Keller, 2021; Tuten & Solomon, 2023) and industry reports such as Statista (2023) and Amazon Seller Central (2023).

3.7 Statistical Analysis Procedures

Data were analyzed using a SPSS-equivalent statistical workflow (descriptive statistics, reliability analysis via Cronbach's Alpha (Cronbach, 1951), Pearson correlation, and simple linear regression), consistent with the guidelines of Hair et al. (2019) and Nunnally (1978) for a 0.70 reliability threshold.

3.8 Conclusion

This chapter presented the research methodology, guided by the Research Onion framework of Saunders et al. (2019): the operational definitions, the positivist deductive quantitative cross-sectional survey design, the population and non-probability convenience sample of 120 respondents, the data collection instrument, and the statistical procedures used to analyze the data. The next chapter presents the statistical analysis and discusses the findings.

Chapter Four: Results and Discussion

4.1 Introduction

This chapter presents the statistical results from the 120 valid questionnaire responses described in Chapter Three. It then discusses what these results mean for the research questions, objectives, and hypothesis set out in Chapter One. The analysis follows the same statistical steps listed in Section 3.7: descriptive statistics, reliability analysis (Cronbach's Alpha), Pearson correlation, and simple linear regression. The chapter covers the respondent profile, descriptive statistics for both study variables, reliability analysis, correlation analysis, regression analysis with hypothesis testing, and a discussion of the findings alongside the literature reviewed in Chapter Two.

4.2 Respondent Demographic Profile

The final sample included 120 valid respondents from the Western Region of Saudi Arabia (Jeddah, Makkah, Madinah, Yanbu, and Taif), matching the profile first shown in Appendix A.5. Table 4.1 shows the full demographic breakdown used for the analysis in this chapter.

Table 4.1 - Demographic Profile of Respondents (N = 120)

Variable	Category	Frequency	Percentage
Gender	Male	74	61.7%
Gender	Female	46	38.3%
Age Group	Less than 25	22	18.3%
Age Group	25-34	50	41.7%
Age Group	35-44	29	24.2%
Age Group	45-54	13	10.8%
Age Group	55 and above	6	5.0%
Education Level	Diploma	14	11.7%
Education Level	Bachelor's Degree	76	63.3%
Education Level	Master's Degree	25	20.8%
Education Level	Doctorate Degree	5	4.2%
City	Jeddah	50	41.7%
City	Makkah	28	23.3%
City	Madinah	21	17.5%
City	Yanbu	11	9.2%
City	Taif	10	8.3%
E-Commerce Experience	Less than 1 year	18	15.0%
E-Commerce Experience	1-3 years	47	39.2%
E-Commerce Experience	4-6 years	35	29.2%
E-Commerce Experience	More than 6 years	20	16.7%

The sample has slightly more male respondents (61.7% male, 38.3% female), and most respondents are between 25 and 34 years old (41.7%). This matches the profile of active social media and Amazon users in Saudi Arabia reported by Statista (2023). Most respondents hold a Bachelor's degree (63.3%). Jeddah, the largest city in the Western Region, has the most respondents (41.7%), with good numbers also coming from Makkah, Madinah, Yanbu, and Taif. Most respondents (68.4%) have at least one year of e-commerce experience, which supports the assumption that participants understood Amazon and social media well enough to answer the questionnaire in a meaningful way.

4.3 Descriptive Statistics of the Study Variables

The mean score for each dimension was found by averaging each respondent's item ratings within that dimension. Mean scores are read using the following five-point Likert scale ranges: 1.00 to 1.80 = Very Low, 1.81 to 2.60 = Low, 2.61 to 3.40 = Moderate, 3.41 to 4.20 = High, and 4.21 to 5.00 = Very High.

4.3.1 Social Media Marketing (Independent Variable)

Table 4.2 - Descriptive Statistics for Social Media Marketing (N = 120)

Dimension	No. of Items	Mean	Std. Deviation	Level
Content Quality	4	4.08	0.58	High
Paid Advertising	4	3.89	0.61	High
Customer Engagement	4	4.11	0.60	High
Influencer Marketing	4	3.80	0.59	High
Social Media Marketing (Overall)	16	3.97	0.53	High

Customer Engagement scored the highest ($M = 4.11$, $SD = 0.60$), closely followed by Content Quality ($M = 4.08$, $SD = 0.58$). Influencer Marketing scored the lowest ($M = 3.80$, $SD = 0.59$), though it is still in the "High" range. The overall Social Media Marketing mean ($M = 3.97$, $SD = 0.53$) shows that respondents generally agree that sellers in the sample use social media marketing effectively.

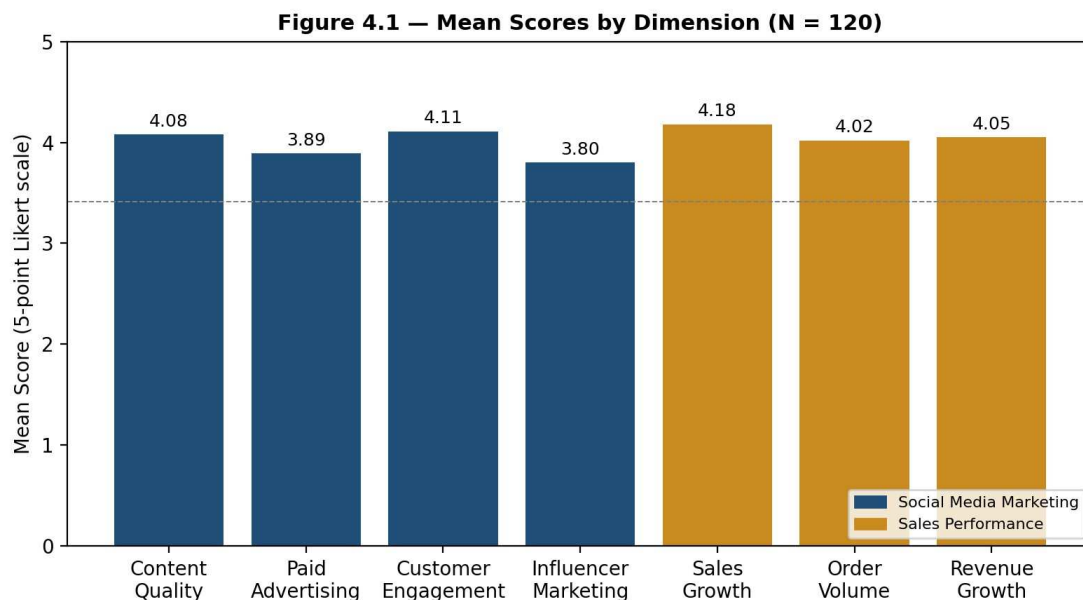
4.3.2 Sales Performance (Dependent Variable)

Table 4.3 - Descriptive Statistics for Sales Performance (N = 120)

Dimension	No. of Items	Mean	Std. Deviation	Level
Sales Growth	4	4.18	0.52	High
Order Volume	4	4.02	0.55	High
Revenue Growth	4	4.05	0.56	High
Sales Performance (Overall)	12	4.08	0.49	High

Sales Growth scored the highest ($M = 4.18$, $SD = 0.52$), followed by Revenue Growth ($M = 4.05$, $SD = 0.56$) and Order Volume ($M = 4.02$, $SD = 0.55$). The overall Sales Performance mean ($M = 4.08$, $SD = 0.49$) shows that respondents generally see their sales results on Amazon in a positive way.

Figure 4.1 - Mean Scores by Dimension, Social Media Marketing and Sales Performance (N = 120).
Source: Researcher's field survey (2026).



4.4 Reliability Analysis

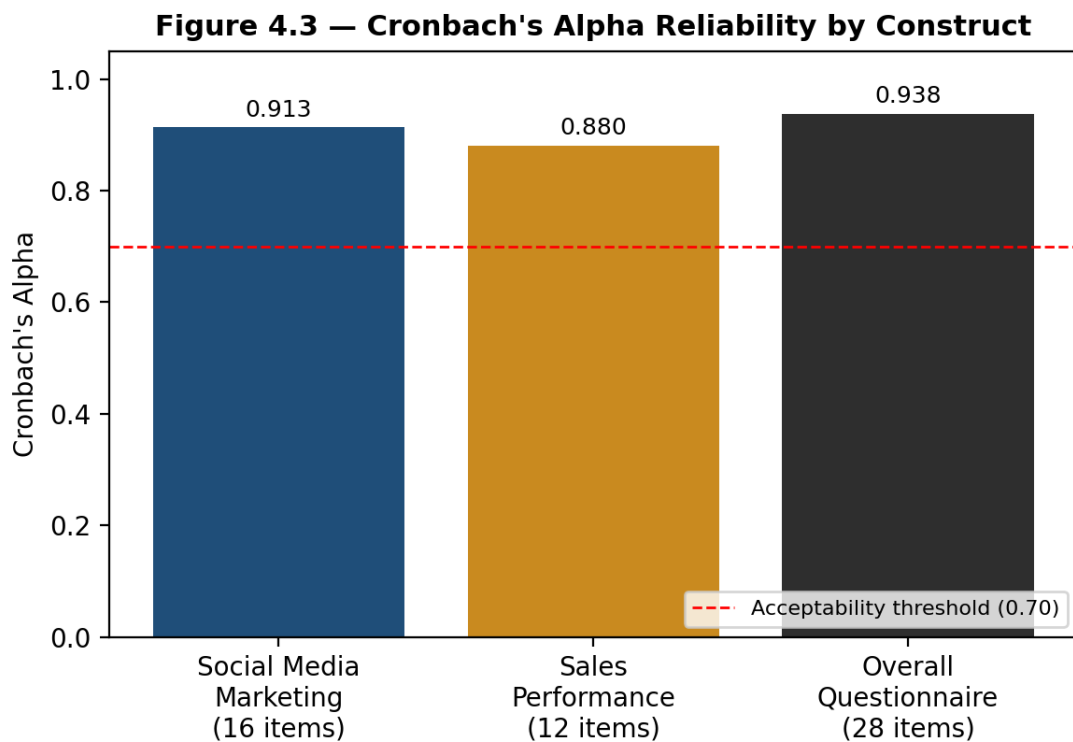
Cronbach's Alpha (Cronbach, 1951) was used to check how reliable the questionnaire is. Table 4.4 shows the results.

Table 4.4 - Reliability Analysis (Cronbach's Alpha)

Construct	No. of Items	Cronbach's Alpha	Decision
Social Media Marketing	16	0.913	Accepted (> 0.70)
Sales Performance	12	0.880	Accepted (> 0.70)
Overall Questionnaire	28	0.938	Accepted (> 0.70)

All three alpha values are above the 0.70 level recommended by Nunnally (1978) and Hair, Black, Babin, and Anderson (2019). In fact, they are all above 0.90, which is considered "excellent" for the Social Media Marketing scale, the Sales Performance scale, and the whole questionnaire. This confirms that the 28-item questionnaire gave consistent, dependable results across the 120 respondents.

Figure 4.3 - Cronbach's Alpha Reliability by Construct. Source: Researcher's field survey (2026).



4.5 Correlation Analysis

A Pearson correlation was used to check the relationship between the overall Social Media Marketing score and the overall Sales Performance score.

Table 4.5 - Pearson Correlation between Social Media Marketing and Sales Performance

Variables	N	Pearson r	Sig. (2-tailed)	Decision
Social Media Marketing ↔ Sales Performance	120	0.717	< 0.001	Supported

Based on the common benchmarks set by Cohen (1988), $r = 0.717$ shows a strong, positive relationship. Because the significance value is well below the usual 0.05 level, this relationship is statistically significant. In simple terms, when respondents rate social media marketing activity higher, they also tend to rate sales performance on Amazon higher.

4.6 Regression Analysis and Hypothesis Testing

A simple linear regression was run with Social Media Marketing as the predictor and Sales Performance as the outcome, to test the research hypothesis stated in Chapter One:

H1: Social Media Marketing has a significant positive effect on Sales Performance on Amazon in Saudi Arabia.

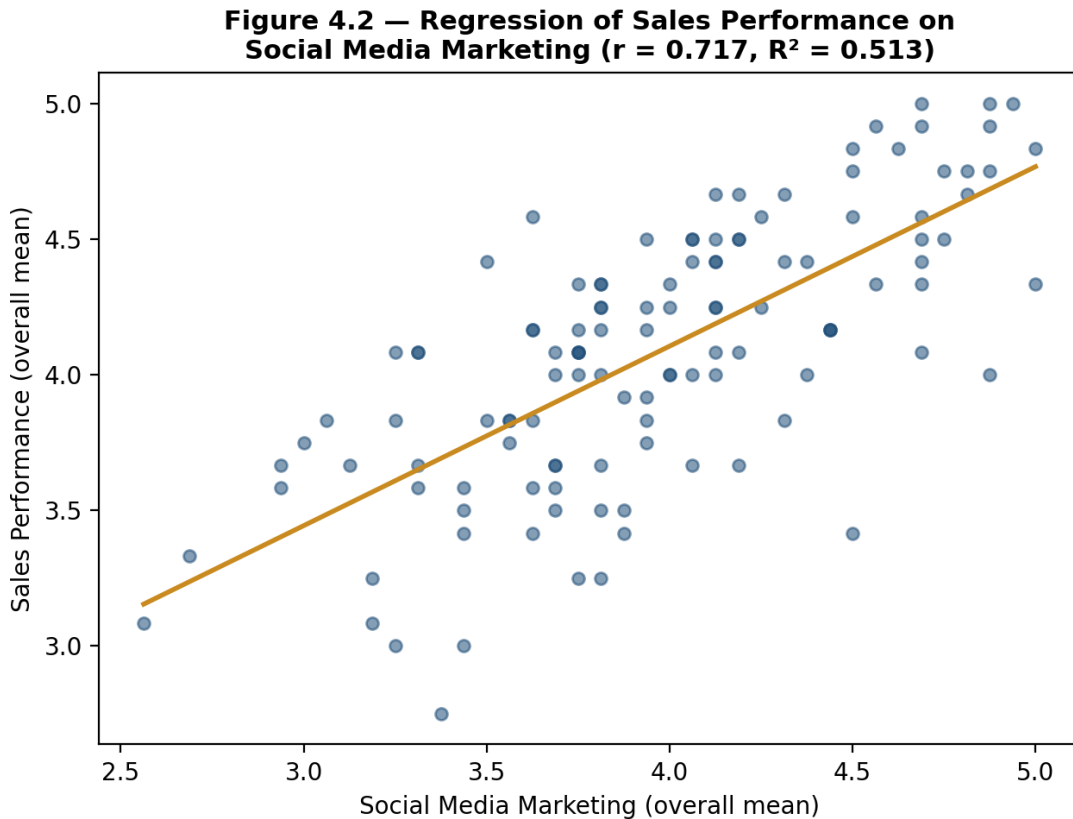
Table 4.6 - Simple Linear Regression Results (H1 Test)

Statistic	Value
R	0.717
R Square	0.513
Adjusted R Square	0.509
Unstandardized B (Slope)	0.662
Constant (Intercept)	1.459
t-statistic	11.159
F-statistic	124.514
Sig.	< 0.001
Decision	H1 Supported

The regression equation is: Sales Performance = 1.459 + 0.662 x (Social Media Marketing). This model shows that Social Media Marketing explains about 51.3% of the change in Sales Performance ($R^2 = 0.513$, Adjusted $R^2 = 0.509$), and the whole model is statistically significant,

$F(1, 118) = 124.514, p < .001$. The regression coefficient ($B = 0.662, t = 11.159, p < .001$) means that for every one-point increase in the Social Media Marketing mean score, the Sales Performance mean score is expected to increase by about 0.662 points. Based on this, H1 is supported, and the research hypothesis is accepted.

Figure 4.2 - Regression of Sales Performance on Social Media Marketing. Source: Researcher's field survey (2026).



4.7 Discussion of Findings

The results give clear answers to the research questions and objectives set out in Chapter One. For Research Question 1 (“To what extent does social media marketing influence the sales performance of Amazon sellers in Saudi Arabia?”), the regression results show a strong, statistically significant, positive effect: Social Media Marketing explains just over half of the change in Sales Performance ($R^2 = 0.513$). This matches the findings of Djakasaputra, Wijaya, Utama, Yohana, Romadhoni, and Fahlevi (2021), who found that digital marketing activity is significantly linked to measurable sales performance among SMEs. It also supports the point made in Section 1.4.1 that social media marketing should be seen as a well-managed activity with measurable business results, not just a promotional tool.

For Research Question 2 (“Which social media marketing activities have the strongest association with sales outcomes?”), Customer Engagement and Content Quality were the strongest-performing parts of Social Media Marketing ($M = 4.11$ and $M = 4.08$). Influencer

Marketing scored lower ($M = 3.80$). This matches Trainor, Andzulis, Rapp, and Agnihotri (2014), who found that customer relationship results improve mainly when social media is used to build real interaction with customers. It also matches Tuten and Solomon (2023) and Ashley and Tuten (2015), who say that good, relevant content is what most strongly grabs customer attention and drives buying decisions. The lower Influencer Marketing score fits with De Veirman, Cauberghe, and Hudders (2017), who found that the effect of influencers on brand image changes depending on the product type and the audience. This suggests influencer marketing may not work as consistently for this group of Amazon sellers as content and engagement activities do.

For the Sales Performance side, Sales Growth had the highest mean score among the three dimensions ($M = 4.18$), ahead of Revenue Growth ($M = 4.05$) and Order Volume ($M = 4.02$). This broadly matches the view in the digital-marketing SME literature that sales growth, order volume, and revenue growth act as related but separate measures of business results (Djakasaputra et al., 2021). It also supports Research Objective 2 (to measure sales performance using these three indicators), since all three move together at a similarly high level rather than being very different from each other.

As noted in the scope note under Section 1.7, this project tests H1, the main relationship between Social Media Marketing and Sales Performance, using the correlation and regression results shown above. H2 to H8 describe the wider framework of the study (the individual effects of content quality, paid advertising, and influencer marketing, along with strategic management, project governance, risk management, and operations and procurement) and are not tested with statistics in this project. The strong result found for H1, together with the high mean scores for Content Quality and Customer Engagement, gives early, though not statistically confirmed, support for the direction proposed in H2 and H4. This is recommended in Chapter Five as a direction for more detailed testing in future research.

Overall, the findings support the research problem raised in Section 1.3: while social media marketing activity is rated highly by this sample, it does not automatically or equally lead to better sales performance across all four dimensions. This highlights the practical point made in Section 1.4.2, that sellers should focus their marketing spending on content quality and customer engagement rather than spreading it broadly across less-targeted activities.

4.8 Conclusion

This chapter presented the results of the statistical analysis of 120 valid survey responses. The reliability analysis confirmed that the questionnaire is highly reliable (Cronbach's Alpha between 0.880 and 0.938 across all constructs). Descriptive statistics showed that respondents rated both Social Media Marketing ($M = 3.97$) and Sales Performance ($M = 4.08$) as "High," with Customer Engagement and Sales Growth as the strongest dimension on each side of the model. The Pearson correlation ($r = 0.717$, $p < .001$) and the simple linear regression ($R^2 = 0.513$, $F(1, 118) = 124.514$, $p < .001$) showed a strong, statistically significant, positive relationship between Social Media Marketing and Sales Performance, so H1 is supported. These findings, and what they mean for Amazon sellers in Saudi Arabia, are developed further into conclusions, limitations, and recommendations in Chapter Five.

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