ISSN: 2248 -4376
Volume 13, Number 2, 2025
International Journal of Innovative Research and Advanced Studies

ELECTRONIC MARKETING AND ORGANIZATIONAL GROWTH IN THE AVIATION INDUSTRY IN NIGERIA.

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ABSTRACT
This study examined E-marketing and organizational growth in the aviation industry in Nigeria. It aimed to explore the effects of online advertising and email marketing on the performance of aviation industry in Nigeria. The study adopted a cross-sectional survey research design. It used a structured questionnaire to obtain primary data from 295 operators of the airlines. The hypotheses developed for the study were statistically tested using multiple linear regression with the aid of the Statistical Package for the Social Sciences (SPSS 23). The findings of the study revealed that online advertising and email marketing had significant positive effects on the aviation industry. Therefore, the study conclude that e-marketing has a positive significant impact on the growth of the aviation industry in Nigeria and recommend that E-marketing should be used to promote the organizational products, there must be a good marketing strategy in the organization so as to improve the organizational growth.

Keywords: electronic marketing, organizational growth, online advertising, email advertising.

INTRODUCTION
Most firms desire growth in order to prosper and not just to survive. Organizational growth, however, means different things to different organizations. Indeed, there are many parameters a company can select to measure its growth. The most meaningful yardstick is one that shows progress with respect to an organization's stated goals. The ultimate goal of most companies is profit, so net profit, revenue, and other financial data are often utilized as "bottom-line" indications of growth. Other business owners, meanwhile, may use sales figures, number of employees, physical expansion, or other criteria to judge organizational growth. Many firms desire growth because it is seen generally as a sign of success, progress. Organizational growth is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. (Cole,2017) Ultimately, success and growth of an organization will be gauged by how well a firm does relative to the goals it has set for itself. Strategic planning is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. Strategic planning should be reviewed and we stopped looking at what is happening in other strategies and start looking at best Strategic planning practices in large corporates. (Crosby, 2019).
According to Crosby (2019), organizational growth also triggers an almost inevitable "diminution of consensus about organizational goals." He attributed this "in part to the inherent difficulty of getting a larger number of people who know each other less well to agree about anything, in part to the importation of new people and ideas, but mostly to the brute fact that as an organization grows, its relationships to its members and to the environment necessarily change.
E-marketing or internet marketing is the marketing of products and services over the internet (Emeh, Ahaiwe& Okoro, 2019). It entails the execution of marketing campaigns and strategies through digital and internet-based channels. Electronic marketing is not limited to marketing activities executed on the internet; its scope encompasses marketing operations done through

electronic mail (e-mail) and wireless communication channels such as wireless local area networks (WLANs), wireless sensor networks, terrestrial microwave networks, cell phones, and satellite communication networks (Gao, Meng, Mata, Martins, Iqbal & Farrukh, 2021). It uses a range of technologies to help connect businesses to their customers (Emeh, Ahaiwe& Okoro, 2019). The use of digital technologies, especially the internet and social media, by some SMEs has intensified as they scramble to develop response strategies to cushion the effect of the pandemic and ensure the continuity of their operations in the future (Aladejebi, 2020; Saidu&Aifuwa, 2020; Chinazor, 2021). Consequently, SMEs from various industries are increasingly adopting social media platforms (such as Facebook, Twitter, Instagram, and WhatsApp); email marketing (email newsletters, acquisition emails, retention emails, and promotional emails); search engine optimization; mobile marketing; and online advertising (pop-up advertisements, banner advertising, and direct-response advertisement) to promote their offerings. The emergence and proliferation of the Covid-19 pandemic across Nigerian states appear to have boosted the popularity and adoption of social media networks for marketing purposes by some small and medium-sized enterprises (SMEs). During the almost 10-months long lockdown, when vehicular and human movements were grounded (Olarewaju, 2020), most SMEs in Nigeria moved their marketing operations to social media networks using free or sponsored posts, videos, pictures, and a combination of all to promote their offerings (Lawrence & Lawrence, 2021). The use of online advertising media such as websites, display advertising, pay-per-click, and affiliate promotions; and email marketing also became popular among some SMEs (especially ICT-based and fashion accessories dealers) as a response strategy to the pandemic (Bularafa&Adamu, 2021).

STATEMENT OF PROBLEM

Earlier research efforts on e-marketing and organizational growth did not sufficiently reflect measurable gains directly related to e-marketing. Most research efforts focused on the financial and production strategies as effective model for improving on operational returns (Bularafa&Adamu, 2021). There is paucity of established works on the appropriateness of marketing for improving operational returns, hence the preference for other business development strategies. Every business with a vision would want to trace the impact of any business development strategy to measurable gains in forms of returns on investment (Olarewaju, 2020). Any business that does not have a vision will be stagnant and obviously head toward failure. Business development can be attained through one or more strategies. There are many high level plans put in place by organizations for the development of a business. These may include turn-around strategy; competitive strategy; intensive strategy; extensive strategy and so on. Measuring result of a business development strategy with the use of financial models and ensuring that there is a bottom-line impact as a critical element in organizational development. For some experts in business development strategy, a typical business strategy includes ways to measure both hard savings (monetary impact on the bottom-line and soft – savings (cost reduction elements, not easily monetized)Aladejebi, 2020; Saidu&Aifuwa, 2020; Chinazor, 2021).

However, due to the unavailability of adequate empirical evidence, it is yet to be established whether or not the application of E-marketing by aviation industry has led to significantly visible improvements in their performance in the post-Covid-19 era. Similarly, even though some Airlines, particularly ICT-based and fashion accessories' dealers have integrated E-marketing into their operations, the pace of adoption of E-marketing by most Airline are still hampered by significant challenges, such as digital illiteracy, risk of online fraud, consumer privacy concerns, high maintenance costs, poor internet connection, and poor digital skills (Soyinka, 2021). As such, it is possible for operators of Airlines in Nigeria to either be afraid, incapable, or unwilling to use E-marketing strategies for marketing their offerings because of the risk of fraud, ignorance of the potentials of E-marketing, and high maintenance costs. There is, therefore, the need for extensive empirical studies to determine how the performance of Airlines in Nigeria could significantly be improved through E-marketing. This study was therefore initiated to explore the extent to which

the application of E-marketing (online advertising, and email marketing) could enhance the growth of Aviation industry.

Conceptual Framework

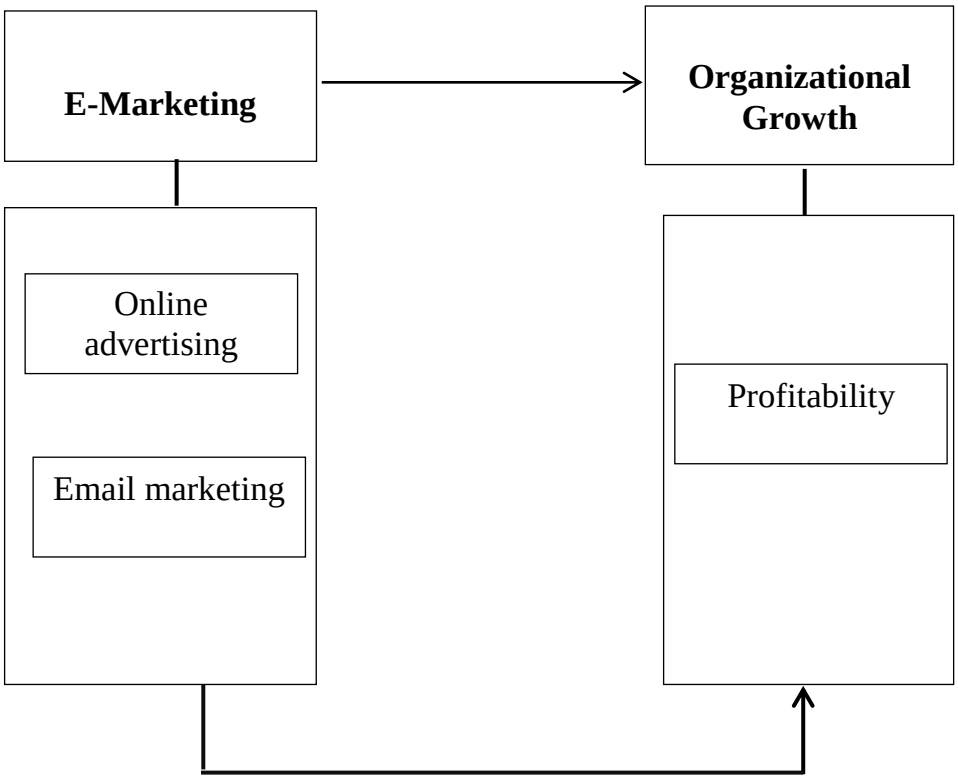

Figure 1: Independent variable measures adapted from Onyango (2016); Akyuz and Ibrahim (2020); while dependent variable measures adapted from Anne (2020); and Hidayatullah. (2023).

Objective of the Study

The main objective of the study will be to examine the relationship between E-marketing and organizational growth in aviation industry in Nigeria. The specific objectives are to:

i.
ii. To examine the extent to which online advertising affect organizational growth in aviation industry in Nigeria
iii. To examine the extent to which E-mail marketing affect organizational growth in aviation industry in Nigeria

Research Question

The following research questions were formulated as a guide to this study:

i. To what extent does online advertising affect organizational growth in aviation industry in Nigeria?
ii. To what extent does E-mail marketing affect organizational growth in aviation industry in Nigeria?

Research hypotheses

$H0_1$: Online advertising has no significant relationship organizational growth in aviation industry in Nigeria?

$H0_2$: E-mail has no significant relationship on organizational growth in aviation industry in Nigeria?

LITERATURE REVIEW

Conceptual Review

E-marketing

E-marketing or internet marketing is the marketing of products and services over the internet (Emeh, Ahaiwe& Okoro, 2019). It entails the execution of marketing campaigns and strategies through digital and internet-based channels. Electronic marketing is not limited to marketing activities executed on the internet; its scope encompasses marketing operations done through electronic mail (e-mail) and wireless communication channels such as wireless local area networks (WLANs), wireless sensor networks, terrestrial microwave networks, cell phones, and satellite communication networks (Gao, Meng, Mata, Martins, Iqbal & Farrukh, 2021). It uses a range of technologies to help connect businesses to their customers (Emeh, Ahaiwe& Okoro, 2019). According to Roumieh, Garg, Gupta, and Singh (2018), E-marketing includes a wider range of marketing elements than traditional marketing due to the extra channels and marketing mechanisms available on the internet. As such, electronic marketing gives companies a global reach by allowing their products, services, and promotions to reach millions of people across the world within the span of a few minutes. It is a two-way communication channel that enables firms not only to send out information to customers; but also to get feedback from them (Habibi, Hamilton, Valos& Callaghan, 2015). Similarly, Qashou and Saleh (2018) observed that electronic marketing is flexible and could easily be adjusted to suit prevailing market conditions at every point in time. E-marketing strategies are those online, wireless, or internet-based tools or channels which could be adopted by companies to create and deliver promotional content to customers; and interact with them more effectively (Papadopoulos, Baltas& Balta, 2020). These strategies are numerous, dynamic, and constantly evolving as the internet and digital technologies also evolve. They generally include email marketing, search engine marketing, website marketing, affiliate marketing, social media marketing, online advertising, mobile marketing, viral marketing, content marketing, e-distribution, banner advertising, pay-per-click advertising, sticky advertising, or pop-up advertising, among others.

This study centered on E-marketing and organizational growth in aviation industry in Nigeria. It sought to determine the extent to which E-marketing could Influence the performance of aviation industry. Based on the studies of Onyango (2016); Akyuz and Ibrahim (2020), E-marketing was disintegrated into specific indicators for ease of assessment, namely: social media marketing, online advertising, and email marketing. Whereas the dependent variable (performance) was decomposed into specific marketing performance indicators, namely: market coverage, customer patronage, customer retention, and sales performance, as adapted from the studies of Anne (2020); Hidayatullah, Firdiansjah, Patalo, and Waris (2019). In this context of this study, social media marketing is the adoption and use of social media platforms and networks (such as Facebook, Twitter, and Instagram) by airline operators to promote their offerings with the objective of encouraging customer patronage and retention.

Online Advertising

Advertising featuring attractive spokespersons and models fills television screens and print media, presumably because attractive people sell more products (Dion, Berschied and Walster 1972). Rarely is an attractive person or object featured prominently in and advertisement save the occasional character. Bovee, (1992, p7) defined advertising as a nonpersonal communication of information usually paid for and usually persuasive in nature about products, services or ideas by identified sponsors through the various media. Internationally, advertising entails dissemination of a commercial message target audiences that differ from country to country in terms of how they perceive or interpret symbols or stimuli, respond to humor or emotional appeals, as well as in

levels of literacy and languages spoken. An important issue in determining advertising on an international level strategy is whether or not to develop a global or regional advertising campaign, or rather tailor communication to differences in local markets (Peebles and Ryans 1984). The advertising market in Africa has grown significantly in the past five years, due in part to investment from international advertising networks, as well as the digitization of the industry. Advertising in Africa retaining broadcast's share of the Pie' (July 2016) is a new report published in July 2016 by Balancing Act, an independent consultancy and research company focused on ICT and media in Africa, that provides a health check of advertising industry on the continent. The report was produced to collect data about the industry on the continent and to highlight emerging trends.

E-mail Marketing

Email advertising is ad copy comprising an entire email or a portion of an email message. Email marketing may be unsolicited, in which case the sender may give the recipient an option to opt-out of future emails, or it may be sent with the recipient's prior consent. As a tool of strengthening customer relationship, email marketing helps companies keep in touch with their customers on a regular basis at low cost.E-mail marketing is an aspect of Short Messaging Service (SMS) also known as "Text Messaging" was developed to simplify the transfer of information from one person to another using mobile phones. This electronic messaging infrastructure allowed a user to send and receive a text, maximum of 160 characters via any operator (Baig and Faiza, 2014). In the context of this study, SMS marketing refers to the act of sending promotional text message. Primarily, SMS marketing is a tool used in communicating offers and other information to existing customers or potential customers who have permitted you to send them text messages.Megdadi and Hammouri (2016) defined SMS marketing as a brief and short text message service delivered to target customers by firms in the form of SMS message or MMS multimedia message service. As asserted by Merisavo and Raulas (2004) customers appreciate regular communication through e-mail because it brings value and satisfaction to them by providing them with relevant information and by reducing their efforts to search for information. Onobrakpeya and Mac-Attama(2017) studied "Improving Customer Satisfaction Through Digital Marketing in the Nigerian Deposit Money Banks" and found that email marketing has a positive and significant effect on customer satisfaction in Nigeria

Organizational Growth

Organizational growth is, in fact, used as one indicator of effectiveness for small and large businesses and is a fundamental concern of many practicing managers. Ultimately, success and growth will be gauged by how well a firm does relative to the goals it has set for itself. HR is a key driver of organizational growth, Since it has to emerge as a strategic business partner helping the top management build an organization that is good not just for today, but for tomorrow and beyond. It is now working with the top management to propel the organization forward. HR should be reviewed and we stopped looking at what is happening in other strategies and start looking at best HR practices in large corporates. (Crosby, 2019). Caplow points out that such growth can be particularly disorienting for employee and owner alike: "often the people involved may not realize that anything significant has occurred until they discover by experience that their familiar procedures no longer work and that their familiar routines have been bizarrely transformed .Business owners, then, face a dizzying array of organizational elements that have to be revised in accordance with changing realities. Maintaining effective methods of communications with and between employees and departments, for example, become ever more important as the firm grows. Similarly, good strategic planning practices have to be implemented and maintained. Establishing and improving standard practices is often a key element of organizational growth as well. Indeed, a large business that undergoes a significant burst of growth will find its operations transformed in any number of ways. And often, it will be the owner's advance planning and

management skills that will determine whether that growth is sustained, or whether internal constraints rein in that growth prematurely.

Concept of Profitability

Profitability means ability to make profit from all the business activities of an organization. It shows how efficiently the management can make profit by using all the resources available in the market. According to Harward& Upton (2012), "profitability is the ability of a given investment to earn a return from its use". It is the ability of an enterprise to make profit on sales. It is the ability of an enterprise to get sufficient return on the capital and employees used in the business operation. Profitability is a crucial measure of business success as it is indicative of the ability of a company to generate income and returns on invested capital. It allows a company to invest in growth opportunities, pay dividends to shareholders, and remain financially stable. One of the most widely used measures of profitability is the return on assets (ROA). This measure indicates how efficiently a company is using its assets to generate profits. Research has shown that higher levels of ROA are associated with increased business success (Chiang, Chen, and Hsu ,2018) According to a study by Fornaro and Ginesti (2017), companies with high ROE tend to have a more significant impact on the economy, indicating that profitability can contribute to business success at a broader level. Net profit margin is another essential measure of profitability, representing the amount of net income generated per naira of revenue. A high net profit margin indicates that a company is effectively controlling its costs and generating higher profits. A study by Chen, Ma, and Wu (2019) found that companies with higher net profit margins tend to have higher market values, suggesting that profitability can positively impact business success. Several factors can influence a company's profitability and, therefore, its overall success. One such factor is the level of competition in the market. Companies operating in highly competitive markets may face challenges in generating higher profits. In contrast, those operating in less competitive markets may have more significant opportunities to generate higher profits. A study by Mukhopadhyay, Sharma, and Satpathy (2021) found that companies operating in less competitive markets tend to have higher levels of profitability, indicating that market competition is an important determinant of business success. Another factor that can influence profitability is a company's level of debt. While debt can be beneficial in financing growth, excessive debt can negatively impact profitability and business success. According to a study by Deesomsak, Paudyal, and Pescetto (2016), companies with high levels of debt tend to have lower levels of profitability and are more susceptible to financial distress. Finally, research has shown that investing in research and development (R&D) can positively impact a company's profitability and overall business success. A study by Kim, Lee, and Park (2018) found that companies with higher R&D expenditures tend to have higher levels of profitability, indicating that innovation is an important factor in business success. In a nutshell, profitability is a critical measure of business success, and various factors can influence it. These factors include market competition, debt levels, and investment in R&D. Understanding the determinants of profitability can help companies identify opportunities to improve their financial performance and enhance their overall business success.

Online advertising and organizational growth

Online advertising is the non-personal and paid-for presentation and promotion of goods, services, and ideas using the internet as a medium by an identified sponsor (Emeh, Ahaiwe& Okoro, 2019). It is the process of using internet tools like display advertising, search engine optimization, company-owned or affiliated websites, to communicate information about a firm, its products, and services to specific groups of online-based users (customers) in order to enlighten, inform, educate, and persuade positive responses from customers towards a firm and its products and services (Deshwal, 2016). Online advertising is the process of targeting specific sets of customers on the internet using consumer information gathered on them for the purpose of reaching them with information about goods and services they are likely to require and influencing them to

patronize. Online advertising is flexible, far-reaching, innovative, less expensive, and has a wider reach, thereby enabling companies, including aviation industry to target and promote their offerings to a large audience. A creative and well-executed online advertising campaign can enable a company to gain market awareness and amass large sales volumes of its products within a very short period of time (Silas & Junior, 2020). This entails that online advertising could substantially improve a company's marketing performance.

Email marketing and organizational growth

Email marketing is the use of electronic mail by firms to target specific groups of consumers and to present and promote products and services to them with the objective of informing, reminding, and leading them to make purchases (Elrod & Fortenberry, 2020). It is marketing activities that are formulated and executed using electronic mail (email). Firms often use a variety of ways to get customers' email addresses like registration requirements or buying from online marketers. They use these email addresses to prepare a mailing list based on unique customer preferences and patterns, and periodically send messages containing information of available products and services to customers on those mailing lists. Zhang, Kumar, and Cosguner (2017) viewed email marketing as the act of sending a commercial message, typically to a group of people, using email. Email marketing has become a very popular form of communication in business. The purpose of email marketing is to reach customers quickly and increase customer patronage instantaneously. When used as part of a marketing strategy, email can quickly and easily share information with customers; it can be used to gather marketing data; and it can be tailored to customers based on their needs and preferences (Kamarov&Anatoley, 2014). As a dominant E-marketing tool, email marketing has the capacity to substantially improve the marketing performance of organizations across industries. The foregoing assumption is confirmed by the study of Onyango (2016), which revealed that e-mail marketing had a strong correlation with the performance (revenue, market share, and profitability) of flower firms in Kenya.

Theoretical Framework

This study was anchored in Kurt Lewin's change theory, a theoretical framework explaining the stages that organizations go through to respond and manage structural and environmental change. It was propounded by Lewin (1890) to provide a theoretical framework that could enable organizations to effectively manage dynamic changes posed by their immediate and operating environments. The basic premise of Kurt Lewin's change theory is that change is an inevitability in organizations, individuals, and entities; hence change must be effectively planned for and managed in order to ensure it is successful. It assumes that the change process involves forming the perception that change is required, then advancing towards the new, desired level of behavior, and finally, maintaining the new behavior as the normal way of doing things. The theory is mostly considered as the bedrock of most change models; and it is useful for managing change in individuals, groups, and organizations (Šuc, Prokosch&Ganslandt, 2009). The change management process, according to Lewin (1890) includes the following three stages: unfreezing, changing, and refreezing. (Sarayreh, Khudair& Barakat, 2013). The relevance of Kurt Lewin's change theory to this study is that change is inevitable in the operational environment of Airlines operator, given that the environment is dynamic and susceptible to a series of potential changes. Kurt Lewin's change theory, therefore, suggests that the performance of Airlines operator could be enhanced through an active change management process that does not view change as an unnecessary disruption but as a necessary requirement for growth and improvement. The theory suggests that for Airlines operator to effectively change their strategies to suit the new-normal imposed by the pandemic, they must, first of all, unfreeze, change and refreeze their strategies. In the unfreeze stage, Airlines operator recognize the need to change and adopt E-marketing strategies to facilitate marketing operations in the new-normal era. In the change stage, the theory suggests that SMEs plan how to implement the intended E-marketing strategies and eventually integrate E-

marketing into their operations; and then refreeze, which entails moving on with the E-marketing approach as the new-normal and developing strategies and policies to sustain the new change.

Empirical Review

Onyango (2016) conducted a study on "Influence of digital marketing strategies on performance of cut-flowers exporting firms in Kenya". The study obtained primary data from 30 cut flowers exporting firms in Kenya using semi-structured interviews. The obtained data were analyzed using descriptive statistics, correlation and regression analyses as well as analysis of variance (ANOVA). The findings of the study revealed that digital marketing (e-mail marketing, social media marketing, websites, and online advertising had strong correlations with the performance (revenue, market share, and profitability) of flower firms in Kenya. Akyuz and Ibrahim (2020) examined the "Effect of electronic marketing on the performance of SMEs in Karu Local Government Area, Nasarawa State of Nigeria". The study obtained primary data from 400 SMEs in the Nasarawa State of Nigeria with the aid of a structured questionnaire. The hypotheses developed for the study were tested using simple linear regression. Consequently, the findings revealed that social media marketing had a significant positive effect on the performance of SMEs in Nasarawa State, while email marketing had a non-significant effect on SMEs performance in this regard. Anne (2020) examined "Digital marketing strategies and the marketing performance of top 100 small and medium enterprises (SMESs) in Kenya." The study used a structured questionnaire to obtain primary data from 30 SMEs operating in Kenya. The hypotheses developed for the study were tested statistically using multiple linear regression. The findings of the study revealed that digital marketing strategies (social media, search engine optimization, websites, blogs, and display advertising) had significant influences on the marketing performance of SMEs. Hence, the study concluded that the adoption of digital marketing strategies by SMEs would undoubtedly enhance their marketing performance.

Similarly, Korir (2020) conducted a study on E-marketing strategies and performance of registered rated hotels in Nakuru County, Kenya. The study obtained primary data from 63 marketing, ICT, and management staff of 18 hotels in Nakuru County Kenya using a semi-structured questionnaire. The data obtained were analyzed using descriptive statistics while multiple regression was adopted to test the hypotheses developed for the study. The findings of the study, therefore, revealed that social media, email marketing, mobile marketing, and search engine optimization had significant positive effects on the performance of hotels in Nakuru County, Kenya. Saleh (2020) conducted a study on "Enhance small-medium enterprises (SMEs) family business in Malaysia through E-marketing strategies". The study collected primary data from 140 operators of SMEs in Kuala Lumpur using an online survey (Google forms). Multiple regression and Pearson's Product Moment Correlation analysis were adopted to test the hypotheses developed for the study. Consequently, the findings revealed that website marketing, social media, email marketing, digital marketing, and viral marketing had significant positive effects and relationships with the performance of small and mediumsized family enterprises in Malaysia. Adede, Kibera, and Owino (2017) conducted a study on "Electronic marketing practices, competitive environment, and performance of telecommunications companies in Kenya". The study used a semi-structured questionnaire to obtain primary data from 205 telecommunications companies' employees in Kenya, while secondary data were obtained from industry performance reports. The data obtained were subjected to statistical analysis using descriptive (standard deviation, variation coefficient, and mean) and inferential statistics (multiple linear regression). The findings of the study revealed that online advertising, digital marketing, e-distribution, online marketing research, and email marketing had significant positive influences on the performance of telecommunications companies in Kenya.

METHODOLOGY

This study adopted the descriptive design to carefully explain the research problem. The descriptive design is one in which information is collected without changing the environment (nothing is manipulated). Descriptive design can involve a one-time interaction with groups of people (cross- sectional study) or a study might follow individuals over time (longitudinal study). The researcher therefore adopts the cross sectional approach.

The population comprisesof 1,123 customers of the Airline operators in Nigeria, as obtained by Attah, Iji, and Angioha (2019) from the Corporate Affairs Commission office in Nigeria. Using a confidence level of 95 percent and an error margin of 5 percent.

Using the Taro Yamane formula to determine the sample size for this study, 295 operators of airlines approximately. We adopted a judgmental sampling technique to select airlines to participate in the questionnaire survey.

ANALYSIS/PRESENTATION OF DATA DECISION

Test of Hypotheses

Table 1: Model summary of the effect of E-marketing and organizational growth in aviation industry in Nigeria

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.701a	.492	.486	.45498

a. Predictors: (Constant), online advertising, email marketing
b. Dependent variable: organizational growth

Table 2: ANOVAa of the effect of E-marketing and organizational growth in aviation industry in Nigeria

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression Residual Total	58.265 60.238 118.503	3 . 291 . 294	19.422 207	93.824	000b

Dependent variable: Organizational growth
b. Predictors: (Constant), online advertisingand email marketing

Table 3: Coefficients of the effect of E-marketing and organizational growth in aviation industry in Nigeria

Model	Unstandardized Coefficient		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant) Online advertising Email marketing	.943 .201 .283	. 184 . 036 . 069	 . 266 . 237	5.121 5.515 4.112	.000 .000 .000

a. Dependent variable: Performance of SMEs

DISCUSSION OF RESULTS

The multiple linear regression results of the effect of E-marketing and organizational growth in aviation industry in Nigeria in the new-normal era are presented in Tables 1 to 3. The correlation coefficient (R) in Table 1 indicates that E-marketing have a 70.1 percent relationship with the

organizational growth in aviation industry in Nigeria. This is a very high degree of association between the variables. The coefficient of determination (R2) in the same table indicates that up to 49.2 percent of the variance in the dependent variable (organizational growth) can be predicted by the independent variable (E-marketing). This implies that a unit change in the adoption of E-marketing by Airlines will result in a 49.2 percent change in their performance in the new-normal era if other factors remain constant. The F-statistic (93.824) and significance value (0.000 < 0.05) indicate that the regression model tested is statistically significant, therefore implying that E-marketing have a significant effect on the organizational growth in aviation industry in Nigeria.
Furthermore, the results in Table 3 indicates that the p-values of all independent variables tested [social media marketing (p-value = 0.000, t = 5.799); online advertising (p-value = 0.000, t = 5.515); and email marketing (p-value = 0.000, t = 4.112)] are less than the error margin of 0.05, with all positive t-values. This indicates that online advertising, and email marketing have significant positive effects on the organizational growth in aviation industry in Nigeria. However, the E-marketing with the highest effect on the organizational growth was (β = 0.340 or 34.0 percent); online advertising had the highest effect on the organizational growth (β = 0.266 or 26.6 percent); while the least contributing strategy was email marketing (β = 0.237 or 23.7 percent).

Discussion of Findings
From the multiple linear regression test of the hypotheses developed for the study, we found that online advertising, and email marketing have significant positive effects on the organizational growth in aviation industry in Nigeria. These findings are substantiated and reinforced by the studies of Akyuz and Ibrahim (2020); Anne (2020); Njau and Karugu (2014); Olusegun, Olympus, and Olakunle (2020); and Saleh (2020), which revealed that social media marketing, online advertising, and email marketing significantly and positively enhanced the performance of business organizations, including small and mediumsized enterprises. These findings imply that in the new-normal era characterized by the COVID-19 pandemic, airline could still enhance their sales and organizational growth by designing and implementing E-marketing such as online advertising, and email marketing.

CONCLUSION
Therefore, the study provides substantive empirical evidence to definitively conclude that E-marketing have a significant and positive effect on the organizational growth of aviation industry.

RECOMMENDATIONS
1. E-marketing should be used to promote the organizational products.
2. There must be a good marketing strategy in the organization so as to improve the organizational growth.
3. There must be a good advertising media in making the organizational product and services known to the customer who are in need of it.
4. Organizations should provide the sales personnel with the required marketing skills so as to achieve the organizational sales objectives

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