

## The Strategic Role of Digital Marketing in Enhancing Organizational Resilience of Palestinian Local Authorities

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### Introduction

Since the beginning of the 21st century, the term “digital marketing” has evolved over time from a specific term describing the marketing of products and services using digital channels, to comprehensive term describing the process of using digital technologies to acquire customers and citizens, build customer and citizen preferences, retain customers and citizens, promote and improve brand awareness, reduce costs and increase sales. (Dwivedi et al., 2020; Prihadini et al., 2020).

Therefore, we find that digital marketing is a modern marketing communication tool that uses various electronic devices and technologies to convey marketing messages to consumers in more effective and efficient ways, as companies and service and non-service organizations take advantage of many digital channels such as Google, social media, email, and websites to communicate with current and potential customers (Bin Yamin, 2017).

Marketing has been affected by the digital transformation that the world is witnessing today, so that marketers face great challenges as a result of the multiplicity of marketing channels (Duggal, 2015). The concept of digital marketing first appeared during the 1990s, and since then, companies' marketing methods and strategies have changed, as digital marketing has helped change the way companies use to market their products and services, as companies have integrated digital platforms into their marketing plans, and since people usually prefer to use digital devices rather than visit stores, digital marketing campaigns have become more effective and efficient (Desai, 2019).

The issue of change is one of the sensitive issues in our contemporary world, a world of rapid developments, in which nothing stops changing, and those who do not pay attention to this law. Since man is an integral part of this world, he had to be affected and respond to these changes taking into account his constitutive aspect, with his psychological and social characteristics that later determine the degree of his absorption and interaction with all the changes that occur, and the era in which we live is one of the most changing and advanced times towards technology and the Internet era; so that most aspects of life depend mainly on the Internet and the services and advantages it provides, the most important of which is its entry into the practical applications of many management concepts.

Digital marketing is defined as: The use of digital media, including the Internet and interactive channels “social media”, to develop methods of marketing operations through this type of communication and exchanges with customers to attract new customers, as well as to retain customers of companies, strengthen the brand and increase sales (Al-Hakim and Al-Hamami, 2017), and it is also defined as: Interactive marketing of products or services that relies on digital technologies to reach potential customers, attract them to the company and retain them (Duggal, 2015), so digital marketing can be considered a marketing strategy that relies on the use of the Internet and the employment of digital interactive technologies to achieve the company's marketing goals. In summary, the main difference between traditional marketing and digital marketing is that digital marketing is carried out exclusively through digital channels, giving customers and shoppers more control over data tools to analyze the effectiveness of the campaign in the organization. (Abou Zaid, 2022)

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Among the administrative concepts that have emerged is the concept of organizational immunity, as it is considered one of the topics that have received attention and research from various disciplines and scientific branches by researchers and scientists, and organizational immunity is the system of self-regulation, and the ability to identify and remove intruders inside and outside the organization so that the organization enjoys health in a very dangerous environment, and there have been many writings and contributions that have addressed the topic of organizational immunity by research and study, and their agreement on the importance of organizational immunity as an essential fulcrum in the theories of organization, and the need for both society, management, researchers, businessmen, individuals and others to identify the degree of immunity of organizations, which prompted administrative organizations of various types to search for the best ways to improve their efficiency and increase their competitiveness as best as possible and provide the maximum outputs they can in light of the resources and capabilities available to them that constitute their inputs that they derive from the surrounding environment. This is what is called the concept of organizational immunity. It also motivates employees and urges them to exert the utmost effort they can to achieve the organization's goals (Alwan & Taleb, 2014).

### *Second: Problem and Questions of the Study*

By referring to previous studies - the subject of the study - and making a comparison with them, the researcher found several studies and reports, including. The Business Development Center study report (2020) indicated that Palestinian municipalities face many challenges in using e-marketing, such as: Lack of financial and human resources, poor infrastructure, and lack of skills among employees. The report provided some solutions to overcome these challenges, such as providing staff training, improving infrastructure, and allocating sufficient budget for e-marketing activities. The report recommended that Palestinian municipalities should develop their own e-marketing strategies and use e-marketing tools effectively to improve communication with the public and provide better services. Through a review of previous studies on the topic of organizational resilience, the report (Business Development Center, 2021) entitled "Organizational Resilience in Local Government Municipalities in Palestine: Challenges and Solutions" found that local government municipalities in Palestine face many challenges in enhancing organizational resilience, such as: Lack of financial and human resources, poor infrastructure, and lack of skills among employees. The report provided some solutions to overcome these challenges, such as: Providing staff training, improving infrastructure, allocating sufficient budget for organizational resilience activities, and the need for local government municipalities in Palestine to develop their own organizational resilience strategies and effectively use organizational resilience tools to improve their ability to adapt to changes and challenges.

Although the Jenin Municipality, under its current elected council, has made many substantial improvements and developments in its work system, studies, reports and official documents, and after conducting several desk and field surveys conducted by the researcher, indicate that there are many issues and challenges that municipalities in Palestine suffer from in general and in Jenin city in particular, the most important of which are the following:

Jenin municipality, like other municipalities in Palestine, faces many obstacles and challenges that hinder its path towards development and progress, including the instability of the political and security situation in Jenin governorate in general and in Jenin in particular, and the repeated aggression and invasion of the city and the camp, which has severe negative effects on life and business in the sector, in addition to the continuous destruction by the Israeli occupation of infrastructure, and the resulting price war and competition (Jenin municipality, official page of the municipality - social media of the municipality). It imposes severe restrictions on the movement of people and goods, hinders the implementation of infrastructure projects, confiscates land, and limits the municipality's ability to access its natural resources, in addition to the administrative obstacle, as Palestinian municipalities suffer from the lack of a centralized administration over the management of their bodies, and in their decision-making process. The administrative apparatus within the municipality is organized according to a simplified organizational structure, whereby different jobs are divided based on specialization and the nature of the general tasks assigned to employees, and similar functions are grouped in groups that form departments such as

accounting, water, and other departments, with no specific job description. Each department is headed by a staff member.

There is also a low level of salaries for municipal employees and workers and their inappropriateness to the standard of living and the cost of living, and there is information about lack of commitment to work in some cases

Lack of competence in using e-marketing tools: Jenin Municipality lacks efficiency in the use of electronic marketing tools, such as: Social media, email marketing, and internet advertising, which hinders its ability to reach its target audience effectively.

Weak marketing content: Jenin Municipality's online content is weak, as it lacks attractiveness and innovation and does not effectively meet the needs of the target audience.

Weak leadership and strategic vision: Jenin Municipality suffers from weak leadership and a clear strategic vision, which hinders its ability to define its goals and direct its efforts effectively.

Weak organizational culture: Jenin Municipality suffers from a weak organizational culture that lacks clear values and principles, and does not encourage teamwork and innovation.

With reference to summarizing the classification of municipalities' performance for the four stages as classified by the Municipalities Lending Fund in Palestine as follows, as shown in the table below No. (1).

No	Municipality Name	MDP1	MDP2	MDP3 (1)	MDP3 (2)	MDP4
1	Jenin			C++	B	C
2	Tubas			B++	B+	B+
3	Tulkarm			B+	B	C
4	Nablus			B+	B	C
5	Qalqilya			B+	B	C+
6	Salfit			A	A	B++
7	Ramallah and Al-Bireh			A+	A++	B++
8	Jericho			B++	B++	C+
9	Bethlehem			B+	A+	C++
10	Hebron			B++	A+	C++
11	Jerusalem					

Through the analysis process, we find that the performance evaluation of the municipalities of the West Bank, based on the available data for the four stages (MDP1 to MDP4), is as follows:

Salfit Municipality is a role model in municipal management through its excellence in providing services to citizens and managing resources with high efficiency. This excellence can be linked to the municipality's focus on developing effective strategies to improve services, address challenges, enhance cooperation between various stakeholders, and effectively employ technology to raise performance efficiency. While Qalqilya Municipality shows a firm commitment to improving its services and developing its capabilities, indicating its relentless pursuit of progress. This progress can be linked to the municipality's continuous efforts to invest in infrastructure, train its employees, promote innovation in service provision, and effectively involve citizens in the decision-making process. While Nablus Municipality shows consistency in its performance throughout the stages, indicating its ability to maintain a high level of services to citizens. This consistency can be attributed to the stability of management and the effectiveness of planning, with a focus on improving the quality of services and meeting the evolving needs of citizens. As for the municipalities of Jenin, Tubas and Tulkarm: These municipalities show a significant improvement in their performance across the stages, indicating their tireless efforts to address challenges and improve their services. This improvement can be linked to the municipalities' efforts to enhance transparency and

accountability, combat corruption, improve the efficiency of resource use, and implement development projects that contribute to improving the lives of citizens. While the municipalities of Ramallah, Al-Bireh, Jericho and Bethlehem: These municipalities show variation in their performance between the stages, indicating the need to exert more efforts to continuously improve services. This variation can be linked to multiple factors, such as: the size of the municipality, population, available resources, and local challenges. These municipalities need a careful analysis of the variation factors and the identification of targeted strategic plans to improve services in each municipality. While the Hebron Municipality was unable to provide its performance data for all stages, which makes it difficult to accurately assess its performance. We hope that complete data will be provided in the coming stages to enable us to better analyze its performance. The lack of data can be linked to political and security challenges facing the municipality. As for the Jerusalem Municipality, the Jerusalem Municipality was unable to provide its performance data for all stages, which makes it difficult to accurately evaluate its performance. We hope that complete data will be provided in the coming stages to enable us to better analyze its performance. The lack of data can be linked to its special political status as an occupied city. Despite the strengths of many municipalities, we find that the municipality is improving significantly, similar to other municipalities, especially Tubas and Tulkarm municipalities.

*From this standpoint, the real problem of the study was highlighted, with the following main question*

What is the impact of applying digital marketing in its dimensions in terms of (attraction, absorption, retention, learning, communication) in enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: A case study? The following questions branch out from it:

What is the degree of practicing the application of digital marketing dimensions standards in local government municipalities in the northern governorates, Jenin Municipality: A case study from the perspective of workers?

What is the level of enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: A case study from the perspective of workers?

What are the proposed procedural recommendations to activate the role of digital marketing in enhancing the level of organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: A case study?

*Third: Study Objectives*

*The Study Aims To*

Identify how to apply digital marketing dimensions standards in terms of (attraction, absorption, retention, learning, communication) in enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: A case study?

Identifying how to enhance organizational immunity in the municipalities of local government in the northern governorates, Jenin Municipality: A case study?

Detecting whether there is an impact between the application of digital marketing dimensions in terms of (attraction, absorption, retention, learning, communication) in enhancing organizational immunity in the municipalities of local government in the northern governorates, Jenin Municipality: A case study? After studying a group of scientific literature to analyze master's theses and doctoral dissertations, and scientific research published in relevant peer-reviewed scientific journals, and conducting the appropriate statistical analysis.

Reaching the most important recommendations that help decision-makers in the Ministry of Local Government - Jenin Municipality as a case study, in order to succeed, enhance and apply the dimensions of digital marketing, to enhance organizational immunity in Jenin Municipality as a case study.

#### *Fourth: Study Hypotheses*

In order to provide an appropriate answer to the research raised questions, the study seeks to test the validity of the following hypotheses:

The first main hypothesis (H1): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the application of digital marketing dimensions standards in terms of (attraction, absorption, retention, learning, communication) and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: a case study. The following sub-hypotheses are derived from it:

The first sub-hypothesis (H1.1): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the attraction dimension and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: as a case study.

The second sub-hypothesis (H1.2): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the absorption dimension and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: as a case study.

Sub-hypothesis Three (H1.3): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the retention dimension and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: as a case study.

Sub-hypothesis Four (H1.4): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the learning dimension and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: as a case study.

Sub-hypothesis Five (H1.5): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the communication dimension and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: as a case study.

#### *Fifth: Importance of the Study*

The study gains its theoretical and applied importance through the following:

##### *Theoretical Importance*

##### *The Novelty of the Study Topics*

The novelty of the study topic, its importance in light of contemporary technological trends and what the epidemic and political crises imposed, and the necessity of moving towards employing the dimensions of applying the standards of digital marketing dimensions in terms of (attraction, absorption, retention, learning, communication) and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: A case study.

It comes in response to modern requirements and challenges and the rapid transformations imposed by the digital revolution and as an inevitable necessity to develop twenty-first century skills by applying the standards of good governance in the Ministry of Local Government in Palestine.

Enriching the Arab library with more related studies and research to conduct similar studies with the employment of new variables.

### *Applied Importance*

It helps researchers to conduct more successful studies by relying on the results of this study in terms of variables and dimensions that will be highly credible.

Keeping pace with contemporary trends in terms of application in the pursuit of deriving the most important practices that can help to activate the role of employing the dimensions of digital marketing in terms of (attraction, absorption, retention, learning, communication) and its impact on enhancing organizational immunity in local government municipalities in the northern governorates - Jenin Municipality: A case study. To increase its ability to adapt and face challenges in light of artificial intelligence technologies and related technologies and the challenges and opportunities witnessed by this era.

Encouraging decision-makers to apply the dimensions of digital marketing in all its dimensions in order to enhance organizational immunity in local government municipalities in the northern governorates - Jenin Municipality as a case study.

### *Sixth: Study Limits*

In line with the study objectives, the study will be defined by the following limits:

Objective limits: Employing the dimensions of digital marketing standards in terms of (attraction, absorption, retention, learning, communication) and its impact on enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: A case study.

Temporal limits: 2024-2025

Spatial limits: Local government municipalities in the northern governorates - Jenin Municipality as a case study.

Human limits: Employees working in the Jenin municipality.

Seventh: Reviewing previous studies: Previous studies are a rich source of information and ideas that the researcher can benefit from in his research, as they are a roadmap that helps the researcher to identify the research gap, until the path of the current study was determined, and by reviewing many previous related studies, the studies were extracted and documented by reviewing the Arab and foreign studies that are the subject of the study to reach the research gap through Table No. (2): They are as follows:

### *First: Arab and Foreign Studies That Dealt with Digital Marketing*

Arab and foreign studies that dealt with digital marketing: The researcher (Breeza et al. (2022) indicated in his study to reveal the role of digital marketing in improving the reputation of the institution with the aim of ensuring the continuity of the institution and preserving its reputation. It reached the most important results, including that the integration of digital marketing methods facilitated communication between the institution and customers and contributed to attracting a large number of customers to the institution. Al-Hakim and Al-Hamami (2017) conducted a study that aimed to identify the nature of the relationship between digital marketing in improving the institution's reputation in order to ensure the continuity of the institution and maintain its reputation. It reached the most important results, including that the integration of digital marketing methods facilitated communication between the institution and customers and contributed to attracting digital marketing and customer happiness in mobile telecommunications companies in the Iraqi province of Najaf. The study used the descriptive approach, and the sample consisted of (398) customers of the company, to whom a questionnaire was applied, and the study concluded that there is a direct impact of digital marketing on customer happiness. Al-Attar and Al-Shammari (2017) also conducted a study that aimed to identify the nature of the relationship between digital marketing and the mental image of the organization, and the role of digital marketing in enhancing the mental image of the organization. The study used the descriptive approach, and the sample consisted of (79) workers at the Iraqi

Asia Cell Telecommunications Company, Branch Holy Karbala, a questionnaire was applied to them, and the study concluded that there is a weak and insignificant correlation and influence between digital marketing and the mental image of the organization. While the researcher Duggal (2015) indicated in his study to reveal the best practices in the field of digital marketing, and the study used the descriptive approach to review related studies and literature, and the study concluded that the best practices in the field of digital marketing are: marketing based on daily data to analyze the web and mobile phones to know consumer behavior and convert it into visions, campaigns and marketing programs, personalizing marketing campaigns and programs, adopting digital in the company, and employing digital in tracking results and measuring return on investment, in addition to investing in the company's website to market and deliver messages to customers at the right time, and improving search engines, meaning searching for the best words that match the website's objectives, and relying on sponsored ads, social media, and email, and providing marketing initiatives. While Bin Yamin (2017) conducted a study that aimed to identify the impact of digital marketing as a marketing communication tool on consumer behavior in Bangladesh. The study used the descriptive approach, and the sample consisted of (120) individuals, who were administered a questionnaire. The study concluded that the time period for using the Internet by the sample ranged between (2-3) hours per day, which makes the Internet a target for the digital marketer. The study also showed that the preferred social networking system for the majority of participants is Facebook, and that the Wi-Fi or mobile data system is their preferred system, and that the majority of the sample prefers mobile devices as a means of accessing the Internet. Therefore, mobile devices can be considered the most prominent digital marketing tools for interacting with current and potential customers. While Bala and Verma (2018) presented a study that aimed to critically review digital marketing, identify some current and future trends in online marketing, successful online marketing techniques, and compare traditional marketing with digital marketing. The study used the descriptive approach to review related studies and literature. The study concluded that the Internet changes the brand strategy, pricing, distribution, and promotion, that companies can benefit from digital marketing and its various technologies, and that the increasing use of social media gives digital marketers new opportunities to attract customers through a digital platform.

Second: Arab and foreign studies that dealt with organizational immunity: The study (Al-Hadrami, 2022) indicated the disclosure of academic leaders' perceptions of the degree of availability of organizational immunity dimensions at Tabuk University. The study community consisted of all academic leaders at Tabuk University (male and female), numbering (200) male and female leaders. The questionnaire was used as a study tool, and the study reached the most important results, including that the degree of availability of organizational immunity system dimensions at Tabuk University in general (total) was average, with an arithmetic mean of (2.97). The axis: "Natural organizational immunity" came in first place, with an arithmetic mean of (3.02), and an average degree of availability, followed by the axis: "Acquired organizational immunity" in second place, with an arithmetic mean of (2.88), and an average degree of availability. While the study (Al-Masry and Al-Agha, 2021) indicated the presentation of a strategic developmental application proposal to enhance organizational immunity in light of artificial intelligence applications in the field of communication technology, the study was applied to a sample of (75) male and female students, and the questionnaire was used as a study tool. The study relied on the descriptive analytical approach, and reached the most important results, including that the level of awareness of students of the Faculty of Communication Sciences and Languages at Gaza University of the reality of artificial intelligence applications was highly rated, and that the level of application of the dimensions of organizational immunity was highly rated, and that the level of students' awareness of the characteristics of digital media was also highly rated. While the study (Hassan, 2021) indicated measuring the impact of internal marketing practices in its dimensions (internal product, internal price, internal distribution, and internal promotion) on organizational immunity in its dimensions (organizational DNA and organizational memory), the sample size reached 340 individuals, and it is stratified random. The questionnaire was used as a study tool, the descriptive analytical approach was used, and the most important results were reached, including the impact of internal marketing practices in its dimensions (internal product, internal price, internal distribution, and internal promotion) on organizational immunity in its dimensions (organizational DNA, organizational memory), and the level of organizational immunity reached %78 which is a high percentage. While the study (Azudin.A, Mansor.N2017) indicated knowing the impact of both organizational immunity and

technology and competition conditions on the management accounting method followed by the institution, and reached the most prominent results, including the presence of a positive impact of technology and organizational immunity on the accounting method used by institutions. While the study (2013) Soroush, S., aimed to know the nature of the relationship between the organizational genes of institutions and the social responsibility of those institutions, the study reached the most important results, including the presence of an impact of the dimensions of organizational genes on the interest in the social responsibility of institutions

Previous studies	Research Gap	Current study
<p>-There are some studies that dealt with the requirements for applying the dimensions of digital marketing as an independent variable, and some of them took it as a dependent variable</p> <p>-There are some studies that dealt with the requirements for applying organizational immunity as an independent variable, and some of them took it as a dependent variable</p> <p>-Some previous studies relied on the mixed method to collect study data</p>	<p>The current study differs from previous studies in the study environment and community, as there is no study, to the researcher's knowledge, that focused on the variables of the current study combined in the local government municipalities in the northern governorates - Jenin Municipality as a case study</p>	<p>The current study used the questionnaire as the main tool to collect data from the study community</p> <p>The current study focused on identifying the application of digital marketing dimensions to organizational immunity in local government municipalities in the northern governorates - Jenin Municipality as a case study</p> <p>Presenting a proposal for a time-bound action plan to implement recommendations related to digital marketing in order to enhance organizational immunity in Jenin Municipality as a case study</p>

#### *Eighth: Study Methodology and Tool*

The current study is based on the descriptive analytical method; to stand on the nature of the contents of the dimensions of digital marketing, organizational immunity, and to determine the impact of applying the dimensions of digital marketing on enhancing organizational immunity in the municipalities of local government in the northern governorates - Jenin Municipality as a case study.

Community: The study community included employees working in the Ministry of Local Government - Jenin Municipality as a case study.

Sample: A simple random sample of employees working in Jenin Municipality as a case study.

Data collection tool: Questionnaire.

Statistical program used for analysis: The statistical program SPSSv.25 will be relied upon for demographic variables and hypothesis analysis.

#### *Ninth: Method and Procedures*

This part includes methodological steps represented in determining the study methodology, the study community and its sample, the study tool, the study procedures, the validity of the study tool, and finally the results of applying the questionnaire and discussing it, by identifying and presenting the statistical methods used, as follows:



## Study Methodology

The study relied on the descriptive analytical method, to suit this method to the objectives of the study and what it entails in terms of monitoring reality and the relationship between variables and describing them quantitatively.

## 2. Study Community and Sample

The study community consisted of all employees in the Ministry of Local Government - Municipality as a case study, numbering (310) male and female employees, distributed over (7) departments, according to the statistics of personnel affairs in the Jenin Municipality. A simple random sample was selected, of which (115) male and female employees responded, and Table (1) shows the distribution of sample members according to the demographic characteristics of the respondents.

**Table (1). Distribution of Sample Members According to The Demographic Characteristics of the Respondents.**

	Variables	Categories	Number	Percentage
1	Gender	Male	71	22.9
		Female	44	14.2
		Total	115	%100
2	Academic qualification	Less than secondary school	65	21.0
		Intermediate diploma or less	26	8.4
		Bachelor's degree	22	7.1
		Postgraduate studies	2	.6
		Total	115	%100
3	Job Title	Contract	52	16.8
		Administrative employee	43	13.9
		Administrative	6	1.9
		Head of department	6	1.9
		Head of section	4	1.3
		Department manager	4	1.3
		Total	115	%100
	Years of service	Less than 5 years	62	20.0
		From 5 to 10 years	45	14.0
		More than ten years	8	2.6
		Total	115	%100

- The study relied on the questionnaire as a tool to identify the degree of practice of applying the standards of digital marketing dimensions in terms of the two dimensions (digital attraction, digital immersion "interest and participation") and the extent of their impact on the level of organizational immunity in the municipalities of local government in the northern governorates, Jenin Municipality: A case study.

The subject of the study, and through the results of Table (3): Distribution of sample members according to the demographic characteristics of the respondents, the subject of the study, we find the following:

- The sample included 115 participants, where we find the largest percentage of males (62%) compared to females (38%), reflecting a disparity in employment between the sexes, and this is due to several reasons, the most important of which are professional preferences, while we find the educational qualification such as holders of educational qualifications less than the Tawjihi (56%) the largest percentage of the sample, which indicates that jobs in this institution may not require high educational qualifications.

As for the percentage of holders of an intermediate diploma or less, it constitutes 23%, which reinforces the idea that there is diversity in the levels of educational qualification among employees. While bachelor's degree holders constitute 19%, postgraduate students constitute a very small percentage (2%).

While we find that the job title in terms of the percentage of contracts (48%) indicates that there is a great reliance on temporary employment or short-term contracts, which may reflect job instability or temporary policies.

While administrative employees constitute a large percentage (35%), which indicates a major role for administrative tasks in the institution.

As for heads of departments, sections, and managers, they constitute smaller percentages, which reflects a traditional hierarchical structure in the institution. As for years of service: we find that the vast majority of employees have less than 5 years of service (54%), which may indicate a high percentage of recent appointments or employee turnover. While the percentage of employees with 5 to 10 years of service reaches 39%, which reflects average experience in the institution. Finally, the small percentage of employees with long service (more than 10 years) may reflect low job stability in the long term.

**Study tool:** The researcher used the questionnaire tool to study the impact between the degree of application of governance dimensions standards and the degree of enhancing administrative creativity. The researcher designed the study tool in the form of a questionnaire, which consisted of 5 main dimensions divided into two main axes. The first is the axis of digital marketing dimensions with its dimensions (attraction, communication, immersion, learning, and retention) and its impact on enhancing organizational immunity in local government municipalities in the northern governorates, a municipality as a case study - Jenin Municipality, and consists of 25 paragraphs, which is digital marketing with its dimensions. The second axis is the axis of organizational immunity, and consists of 10 paragraphs. The answers to the questionnaire paragraphs fall within the five-point Likert scale (1-5) as follows: (strongly disagree = 1), (disagree = 2), (average = 3), (agree = 4), (strongly agree = 5). The reliability of the study tool means the extent of homogeneity and consistency of the respondents' answers to the paragraphs and phrases of the study tool and the accuracy of their answers, which is that the study tool gives the same results if it is reapplied again to a new sample under the same conditions and circumstances, and to measure the stability of the study tool - the questionnaire - the reliability of the dimensions of the study tool and paragraphs was measured, using the reliability coefficients (Cronbach's alpha -) on all the main study axes.

Table (4). Reliability Coefficients for the Main Study Axes

Axes or domain	Number of paragraph	Cronbach's alpha reliability coefficient
Attraction	5	.854
Communication	5	.854
Engagement (interest and engagement)	5	.864
Learning	5	.843
Retention	5	.857
Total score for the level of application of digital marketing dimensions	25	.933
Organizational immunity	10	.902
Total score for the level of organizational immunity in local government municipalities in the northern governorates - Jenin town as a case study	10	.902

Source: Prepared by the researcher based on the results of the statistical analysis of the SPSS program, v25.

The previous table No. (4) above shows the values of the Cronbach's alpha coefficient for a group of axes and fields in a survey study. The values of the Cronbach's alpha coefficient indicate the level of reliability and consistency of the scale used to measure these axes and fields. We find that the dimensions of digital marketing, which are (attraction, communication, immersion (interest and participation), learning, and retention), the values of the Cronbach's alpha coefficient for these axes indicate a high level of reliability for the scale used to measure these dimensions. These results are consecutively (0.854, 0.854, 0.864, 0.843, 0.857). These results indicate that the scale measures these dimensions reliably and consistently, and that the responses of the study participants were consistent with regard to these dimensions. The total score for the level of application of digital marketing dimensions: The Cronbach's alpha coefficient value for this score (0.933) indicates a very high level of reliability for the scale used to measure the level of application of digital marketing dimensions in general. This result indicates that the scale measures the level of application of digital marketing dimensions reliably and consistently, and that the study participants' responses were consistent with regard to this level. As for the organizational immunity dimension: The Cronbach's alpha coefficient value for this score (0.902) indicates a high level of stability for the scale used to measure organizational immunity. This result indicates that the scale measures organizational immunity reliably and consistently, and that the study participants' responses were consistent with regard to this concept. The total score for the level of organizational immunity in the local government municipalities in the northern governorates - Jenin town as a case study: The Cronbach's alpha coefficient value for this score (0.902) indicates a high level of reliability for the scale used to measure the level of organizational immunity in the local government municipalities in Jenin town as a case study. This result indicates that the scale measures the level of organizational immunity in the municipalities of local government in the town of Jenin in a reliable and consistent manner, and that the responses of the study participants were consistent with regard to this level. In conclusion, it can be said that, in general, the results of the Cronbach's alpha coefficient analysis indicate that the scales used in this study have a high level of reliability, which supports the reliability and accuracy of the results obtained.

Study procedures: In order to reach the questionnaire in a form that makes it suitable for achieving the objectives assigned to it, the study procedures were carried out, including reviewing previous studies and theoretical frameworks and working on the arbitration of these scales by specialists and experts, then verifying the validity and reliability of the tool by applying it to a survey sample from outside the study sample, then distributing the scales to the actual sample in the research, then working on validity and stability, and finally analyzing and interpreting the data.

Validity of the study tool: The validity of the study tool was verified through the validity of the arbitrators, meaning that it was reviewed and arbitrated by a number of academics and specialists in the field of study. Statistics specialists were also consulted for the data entry and analysis process. In light of the arbitrators' comments, some of the questionnaires' phrases were modified to become clearer, in terms of wording and their affiliation to the axes under which they fall.

Study results: The study used some statistical methods that are compatible with the nature of the questionnaire and are suitable for achieving its objectives, namely: arithmetic averages, standard deviations, relative weights, the split-half method, and Cronbach's alpha coefficient. To judge the averages of the sample members' responses to the fields and paragraphs, the criterion shown in Table (2) was adopted, calculating the category length as follows: Category length = (upper limit - lower limit) ÷ number of tool alternatives or levels of practice, i.e.  $(5-1=4) \div 5 = (0.8)$ .

**Table (2). The Adopted Criteria for Analyzing the Results**

Average responses	Relative weight of responses	Estimate degree
from 1.00-1.80 .	From %20 - %36	Very Poor
Greater than 1.80 - 2.60	Greater than %36 - %52	Weak
Greater than 2.60 - 3.40	Greater than %52 - %68	Medium
Greater than 3.40 - 4.20	Greater than %68 - %84	Large
Greater than 4.20 - 5.00	Greater than %84 - %100	Very Large

#### *Results of the Questionnaire Application and Discussion*

Results related to the first question, which states: What is the degree of practicing the application of digital marketing dimensions standards in the municipalities of local government in the northern governorates, Jenin Municipality: A case study. From the point of view of workers?

To answer this question, the arithmetic averages, standard deviations and relative weights of the sample members' responses were extracted, as in Table (3):

**Table (3). Arithmetic Averages, Standard Deviations, Relative Weights, Degree and Order of the Study Sample's Estimates of the Degree of Practicing Digital Marketing Dimensions Standards In Jenin Municipality As A Case Study - In Descending Order**

	Domain	Arithmetic mean	Standard deviation	Relative weight	Estimate score	Order
1	Attraction	2.74	1.43	%55	Medium	5
2	Communication	2.95	4.6	%59	Medium	3
3	Engagement	2.94	1.91	%86	Very Large	4
4	Learning	3.76	3.38	%75	Large	1
5	Retention	3.02	0.32	%60	Medium	2
6	General estimate of Domains	2.8557	0.777	%57	Medium	

Through Table No. (3), we find that the general estimate of the areas of digital marketing dimensions indicates the general arithmetic mean (2.8557): This indicates an average level of application of the standards of digital marketing dimensions in Jenin Municipality. As for the general standard deviation, we find that the areas of digital marketing dimensions reached (0.777), which in turn reflects a moderate variation in the participants' estimates. As for the general relative weight (%57) It reflects an average general estimate of the importance of these areas in digital marketing. In summary, we find that the results show that there is an average general estimate of the importance of digital marketing standards in Jenin Municipality, with a clear superiority for the field of "learning". There is a noticeable variation in the participants' responses for some areas, indicating the need for further improvement and awareness in the application of some digital marketing standards.

First domain: Attraction: Table (4) shows the results related to the responses of workers on the paragraphs of the first area (attraction):

**Table (4). Arithmetic Averages, Standard Deviations, Relative Weights, Degree and Order of the Study Sample's Estimates of the Degree of Attraction in Jenin Municipality - As A Case Study Arranged in Descending Order.**

	<b>Paragraph</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>	<b>Relative weight</b>	<b>Estimate score</b>	<b>Order</b>
1	<b>The municipality provides additional services to attract citizens and encourage them to deal with it</b>	<b>2.90</b>	<b>1.35</b>	<b>19.19</b>	<b>Large</b>	<b>2</b>
2	<b>The municipality uses advertising banners on the Internet to attract citizens</b>	<b>2.60</b>	<b>1.18</b>	<b>23.51</b>	<b>Very large</b>	<b>1</b>
3	<b>The municipality relies on sponsored interactive advertisements to attract and win over citizens</b>	<b>2.77</b>	<b>1.35</b>	<b>20.81</b>	<b>Large</b>	<b>2</b>
4	<b>The municipality takes into account the reminder feature of its services provided</b>	<b>2.75</b>	<b>1.19</b>	<b>20.81</b>	<b>Large</b>	<b>2</b>
5	<b>The municipality's website contributes to attracting the attention of citizens</b>	<b>2.68</b>	<b>1.32</b>	<b>15.68</b>	<b>Medium</b>	<b>3</b>
6	<b>The general estimate of domain</b>	<b>2.74</b>	<b>1.43</b>	<b>%100</b>		

From Table No. (4), we find that the general assessment of the attraction area indicates that the general arithmetic mean (2.74) indicates a high level of satisfaction of citizens with the municipality's services in general from the perspective of attracting them and encouraging them to deal with it. While the individual assessment scores for each paragraph indicate a positive evaluation of all services provided, with the exception of the "municipality's website", which received an "average" evaluation. As for the standard deviation analysis: The general standard deviation (1.43) indicates an average variation in citizens' opinions about the municipality's services. While the individual standard deviation values for each paragraph indicate a varying variation in citizens' opinions about each of the five paragraphs, with a greater variation in the paragraphs "The municipality uses advertising banners on the Internet" and "The municipality relies on sponsored interactive advertisements". As for the relative weight analysis, the relative weight values indicate the importance of each of the five paragraphs in evaluating the municipality's services from the perspective of attracting citizens. While the paragraph "The municipality uses advertising banners via the Internet" received the highest relative weight (%23.51) indicating the great importance of this service in attracting citizens. While the paragraph "The municipality's website contributes to attracting citizens' attention" received the lowest relative weight (%15.68), indicating the less importance of this service in this area while the ranking analysis: The five paragraphs were arranged based on the degree of appreciation, where the paragraph "The municipality uses advertising banners via the Internet" received the highest degree of appreciation ("Very high"), while the paragraph "The municipality's website" received the lowest degree of appreciation ("Average").

Second domain: "Communication": Table (5) shows the results related to the responses of workers to the paragraphs of the second field (communication):

**Table (5). Arithmetic Means, Standard Deviations, Relative Weights, Degree and Order of the Study Sample's Estimates of the Degree of Communication in the Municipality in Descending Order**

	<b>Paragraph</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>	<b>Relative weight</b>	<b>Estimate score</b>	<b>Order</b>
1	<b>The municipality uses mobile advertising messages to communicate with citizens</b>	<b>3.53</b>	<b>1.087</b>	<b>23.90</b>	<b>very Large</b>	<b>1</b>
2	<b>The municipality publishes specialized pages on social media sites to inform citizens of its programs and services</b>	<b>3.37</b>	<b>1.095</b>	<b>23.01</b>	<b>Very large</b>	<b>1</b>
3	<b>The municipality relies on the Internet as the most prominent digital channel for communicating with citizens</b>	<b>3.10</b>	<b>1.119</b>	<b>20.99</b>	<b>Large</b>	<b>2</b>
4	<b>The municipality relies on the use of electronic messages to inform citizens of its new services and programs</b>	<b>2.38</b>	<b>1.315</b>	<b>16.10</b>	<b>Medium</b>	<b>3</b>
5	<b>The municipality allocates employees to communicate directly with citizens through its website</b>	<b>2.38</b>	<b>1.247</b>	<b>16.10</b>	<b>Medium</b>	<b>3</b>
6	<b>General estimate of domain</b>	<b>2.95</b>	<b>%100</b>			

From Table No. (5), we find that the municipality relies mainly on two main channels to communicate with citizens: Advertising messages via mobile: It obtained the highest arithmetic mean (3.53) (and a relative weight of (%23.90) It was rated as “very large” and ranked first. This indicates that this channel is very effective in reaching and communicating with citizens. While social media pages: It obtained the second highest arithmetic mean (3.37) and a relative weight (%23.01). It was rated as “very large” and ranked first. This indicates that this channel is also effective in communicating with citizens. In contrast, the other two communication channels received lower ratings: While the Internet: It obtained the third highest arithmetic mean (3.10) and a relative weight (%20.99) It was rated as “large” and ranked second. This indicates that this channel is moderately effective, but its effectiveness can be improved. As for e-mail: It obtained the lowest arithmetic mean (2.38) and a relative weight (%16.10) It was rated as "average" and ranked third. This indicates that this channel is less effective than other channels, and the municipality should consider improving its usage strategy.

Third domain: Engagement (interest and participation): Table (6) shows the results related to the workers' responses to the paragraphs of the third domain (engagement (interest and participation)):

**Table (6). Arithmetic Means, Standard Deviations, Relative Weights, Degree and Order of the Study Sample's Estimates of the Degree of Engagement (Interest and Participation) in the Municipality in Descending Order**

Paragraph	Arithmetic mean	Standard deviation	Relative weight	Estimate score	Order
The municipality provides a website in multiple languages to encourage citizens to communicate with it	2.23	1.293	21.17	Very weak	5
The municipality involves citizens in completing its operations through digital channels	3.24	1.167	23.73	Weak	4
The municipality organizes competitions and offers citizens prizes through digital applications	2.85	1.279	18.42	Medium	3
The municipality uses innovative programs to encourage citizens to participate in its activities	2.94	1.179	21.17	Medium	3
municipality communicates with citizens through electronic messages	3.15	1.265	15.72	Medium	3
The general estimate of the domain	2.942	1.911	%100		

Through Table No. (6), the results show that the average overall evaluation of the municipality's digital communication channels is 2.942 out of 5. This indicates that the overall evaluation of the field is "average". While we find that the highest evaluated paragraph is "The municipality communicates with citizens through e-mails" with an average of 3.15. And the lowest evaluated paragraph is "The municipality provides a website in multiple languages to encourage citizens to communicate with it" with an average of 2.53. Hence, we find that the results also show that the variance of the evaluations is relatively high, with a standard deviation of 1.911. This indicates that there is a significant difference in the evaluations of the different channels.

Fourth domain : Learning: Table (7) shows the results related to the responses of workers to the paragraphs of the fourth domain (learning):

**Table (7). Arithmetic Means, Standard Deviations, Relative Weights, Degree and Order of the Study Sample's Estimates of the Municipality's Learning Degree, in Descending Order**

Paragraph	Arithmetic mean	Standard deviation	Relative weight	Estimate score	Order
The municipality conducts research and surveys online to identify citizens' preferences	2.40	1.252	13.73	weak	5
The municipality relies on citizen feedback to improve and develop its services	2.40	1.260	13.73	Weak	5
The municipality's website design takes into account citizens' preferences and desires	3.39	1.222	29.41	Medium	3

<b>The municipality uses blogs and interactive channels to help its customers experience its digital services</b>	<b>2.79</b>	<b>1.248</b>	<b>21.57</b>	<b>Medium</b>	<b>3</b>
<b>The municipality uses virtual communities and websites to identify citizens' needs and preferences</b>	<b>2.88</b>	<b>1.224</b>	<b>21.57</b>	<b>Medium</b>	<b>3</b>
<b>The general estimate of the domain</b>	<b>3.76</b>	<b>3.38</b>	<b>%100</b>		

Overall assessment of the domain : We note from Table No. (7) that the results show that the average overall assessment of the municipality's digital communication channels is 3.76 out of 5. This indicates that the overall assessment of the field is "average". The highest rated paragraph is "The design of the municipality's website takes into account citizens' preferences and desires" with an average of 3.39. While the lowest rated paragraph was "The municipality conducts research and surveys via the Internet to identify citizens' preferences" and "The municipality relies on citizens' feedback to improve and develop its services" with an average of 2.40. In general, the results also show that the variance of the assessments is relatively high, with a standard deviation of 3.38. This indicates that there is a significant difference in the assessments of the different channels.

Fifth domain : Retention: Table (8) shows the results related to the responses of workers to the paragraphs of the fourth domain (retention):

**Table (8). Arithmetic Means, Standard Deviations, Relative Weights, Degree and Order of the Study Sample's Estimates of the Municipality's Retention Degree in Descending Order**

<b>Paragraph</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>	<b>Relative weight</b>	<b>Estimate score</b>	<b>Order</b>
<b>The municipality constantly updates the content of its website</b>	<b>2.56</b>	<b>1.287</b>	<b>11.85</b>	<b>Weak</b>	<b>5</b>
<b>The municipality's website is characterized by speed of browsing and downloading information</b>	<b>3.23</b>	<b>1.182</b>	<b>25.40</b>	<b>Medium</b>	<b>5</b>
<b>The municipality takes into account the security feature for citizens when marketing its services digitally</b>	<b>2.88</b>	<b>1.266</b>	<b>18.63</b>	<b>Medium</b>	<b>3</b>
<b>The municipality grants rewards and incentives to citizens</b>	<b>2.96</b>	<b>1.160</b>	<b>18.63</b>	<b>Medium</b>	<b>3</b>
<b>The municipality's website includes hyperlinks to other sites that enable citizens to obtain the information available there</b>	<b>3.16</b>	<b>1.244</b>	<b>25.40</b>	<b>Medium</b>	<b>3</b>
<b>The general estimate of the domain</b>	<b>3.02</b>	<b>0.32</b>	<b>%100</b>		

Results related to the second question which states: What is the level of organizational immunity in the local government municipalities in the northern governorates - Jenin Municipality - a case study from the point of view of employees?

To answer this question, the arithmetic means, standard deviations and relative weights of the sample members' responses were extracted, as in Table (9):



**Table (9). Arithmetic Means, Standard Deviations, Relative Weights, Degree and Order of the Study Sample's Estimates of the Level of Organizational Immunity in the Company in Descending Order**

	<b>Paragraph</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>	<b>Relative weight</b>	<b>Estimate degree</b>	<b>Order</b>
1	The municipality's management learns from past experiences	2.44	1.246	0.25	Very weak	5
2	The municipal administration trains employees to develop their skills according to a systematic and programmed plan	2.43	1.246	0.20	Very weak	5
3	The municipal administration facilitates the sharing of knowledge gained from previous experiences	3.39	1.207	0.30	Very weak	5
4	The municipal administration analyzes the methods of competing municipalities to benefit from their experience	2.80	1.232	0.20	Very weak	5
5	Municipal management holds brainstorming sessions to analyze deviations to find solutions	2.88	1.221	0.15	Very weak	5
6	The municipal administration encourages collective learning among municipal employees	2.57	1.221	0.15	Very weak	5
7	The municipal administration has databases that are continuously updated	2.40	1.248	0.25	Very weak	5
8	The municipal administration uses expert systems to analyze events	2.41	1.256	0.20	Very weak	5
9	The municipal administration uses its memory when making decisions	3.38	1.209	0.30	Very weak	5
10	Municipal management retrieves past experiences from memory to avoid deviations	2.79	1.246	0.25	Very weak	5
	<b>Total score</b>	<b>2.85</b>	<b>1.2432</b>			

Through Table No. (9), we find a scientific comment on the results of evaluating the company's organizational immunity practices

Based on the table provided, the following observations can be drawn:

In general, the results show that the level of organizational immunity in the company is low. While all paragraphs received a "very weak" rating in terms of the evaluation score. This indicates that the company does not have sufficient capabilities to adapt to changes and challenges. In addition, we find that the evaluation scores are distributed almost equally across all paragraphs. This means that there is no single specific practice that is considered particularly weak or particularly strong. While we find that the relative weights of the paragraphs are distributed unevenly. We also note that some paragraphs received higher relative weights than others. This means that this may reflect a greater importance of these practices in the eyes of the evaluator. In general, these results indicate that the company needs to take steps to improve its level of organizational immunity.

*Tenth: Results Related to Testing the Study Hypotheses:*

In order to provide an appropriate answer to the research questions raised, the study seeks to test the validity of the following hypotheses:

The first main hypothesis (H1): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the application of digital marketing dimensions standards in terms of (attraction, absorption, retention, learning, communication) and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: A case study. The following sub-hypotheses are derived from it:

**Table (10). The Effect of Digital Marketing on Enhancing Organizational Immunity**

Model (1)	Regression coefficient	Beta coefficient	T value	Significance level	Correlation coefficient	Determination coefficient	Moral of the model	
							F Value	Significance level
Constant	0.235		4.031		0.987	0.973	128.121	0.000
Attraction	0.017	0.020	0.966	0.336				
Communication	-0.017	-0.017	-0.634	0.527				
Engagement	0.047	0.052	0.560	0.576				
Learning	0.912	0.984	5.799	0.000				
Retention	-0.013	-0.014	-0.495	0.621				

It is noted from the results of Table No. (10) that the value of the test ( $F = 128.121$ ) is statistically significant, which means that digital marketing is able in terms of (attraction, absorption, retention, learning, communication) to predict with organizational immunity, and the coefficient of determination reached (0.973), meaning that digital marketing affects the variance in organizational immunity by 0.973, while the rest is attributed to other factors.

The first sub-hypothesis (H1.1): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the dimension of attraction and enhancing organizational immunity in the municipalities of local government in the northern governorates, Jenin Municipality: as a case study.

It is clear from the results in the table above that there is no positive and statistically significant effect of the dimension of attraction on enhancing organizational immunity, as the statistical value (t) reached (0.966), at a significance level of (0.336), which is greater than the statistical significance level of (0.05). Thus, the first sub-hypothesis (H01.1) is rejected.

Second sub-hypothesis (H1.2): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the absorption dimension and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: as a case study.

It is clear from the results in the table above that there is no positive and statistically significant effect of the absorption dimension on enhancing organizational immunity, as the statistical value (t) reached (0.560), at a significance level (0.576), which is greater than the statistical significance level (0.05). Thus, the second sub-hypothesis (H01.2) is rejected.

Third sub-hypothesis (H1.3): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the retention dimension and enhancing organizational immunity in local government municipalities in the northern governorates, Jenin Municipality: as a case study.

The results in the table above show that there is no positive and statistically significant effect of the retention dimension on enhancing organizational immunity, as the statistical value (t) reached (-0.495), with a significance level of (0.621), which is greater than the statistical significance level of (0.05). Thus, the third sub-hypothesis (H01.3) is rejected.

The fourth sub-hypothesis (H1.4): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the learning dimension and enhancing organizational immunity in the local government municipalities in the northern governorates, Jenin Municipality: as a case study.

The results in the table above show that there is a positive and statistically significant effect of the learning dimension on enhancing organizational immunity, as the statistical value (t) reached (57.990), with a significance level of (0.000), which is less than the statistical significance level of (0.05). Thus, the fourth sub-hypothesis (H01.4) is accepted.

Fifth sub-hypothesis (H1.5): There is a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) between the communication dimension and enhancing organizational immunity in the local government municipalities in the northern governorates, Jenin Municipality: as a case study.

It is clear from the results in the table above that there is no positive and statistically significant effect of the communication dimension on enhancing organizational immunity, as the statistical value (t) reached (0.966), at a significance level of (0.336), which is greater than the statistical significance level (0.05). Thus, the fifth sub-hypothesis (H01.5) is rejected.

#### *Eleventh: Recommendations*

Based on the results of the hypothesis testing, the following recommendations can be made to enhance organizational immunity in the local government municipalities in the northern governorates, with a focus on Jenin Municipality as a case study:

#### *Enhancing Organizational Learning*

Results: The study showed a positive and statistically significant effect of the learning dimension on enhancing organizational immunity.

Recommendation: Municipalities should enhance continuous education and training programs for employees, and encourage the exchange of knowledge and experiences among employees to increase adaptive and organizational capacity.

### *Reconsidering Attraction Strategies*

**Results:** The attraction dimension did not show a positive and statistically significant effect on enhancing organizational immunity.

**Recommendation:** It is recommended to re-evaluate the attraction strategies used, and work on developing them to be more effective in attracting qualified human resources and talents that can contribute to enhancing organizational immunity

### **Enhancing Engagement Strategies:**

**Results:** The Engagement dimension did not show a positive and statistically significant impact on enhancing organizational immunity.

**Recommendation:** Municipalities should develop policies and procedures to enhance employee engagement and involvement in organizational processes, which can contribute to enhancing commitment and participation.

### *Employee Retention Improving Policies*

**Results:** The Retention dimension did not show a positive and statistically significant impact on enhancing organizational immunity.

**Recommendation:** Municipalities should develop effective employee retention policies by providing a stimulating work environment, opportunities for professional development, and incentives that align with employees' needs and aspirations.

### *Enhancing Effective Communication*

**Results:** The Communication dimension did not show a positive and statistically significant impact on enhancing organizational resilience.

**Recommendation:** It is recommended to improve internal communication channels between employees and management, and encourage open and transparent communication to effectively convey information and ideas, which enhances cohesion and cooperation within the organization.

### *Additional Recommendations*

**Innovation and Technology:** Encourage innovation and the use of modern technology in digital marketing operations to enhance efficiency and effectiveness.

**Continuous evaluation:** Implementing continuous evaluation mechanisms to measure the effectiveness of digital marketing strategies and their impact on organizational immunity, while working to improve them periodically based on the results.

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