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The Impact of Digital Marketing on the Market Share of Tourism Firms in Jordan

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Abstract: This study aimed to demonstrate the impact of digital marketing and evaluate the level of use through its strategies of search engine optimisation, search engine marketing, marketing content creation, social media marketing, mobile marketing, and email marketing on the market share of five-star hotels in Jordan. The current study focuses on the importance of digital marketing in the tourism industry. Both current and potential tourists depend on digital communication tools to obtain information about services, products, promotions and other related details online. Digital marketing allows for personalised communications and offers, but it is necessary to understand its types and value in tourism activities. As the industry becomes more complex and competitive, traditional marketing methods may no longer be sufficient. Therefore, tourism companies rely heavily on information and communications technology and work with global digital networks to distribute and sell their products. Effective digital marketing strategies are essential for increasing online exposure and attracting potential customers. The study adopted the descriptive and analytical field approach to collect data from the study sample of marketing managers, reservations and sales managers, and other participants in the marketing process. Moreover, the population consisted of all leadership and supervisory positions in twenty-one five-star hotels in Jordan, with approximately 500 employees. The sample selected was 222 employees. The author also used the PLS–SEM technique to analyse the data. This finding revealed that dimensions such as email marketing have a significant and positive effect on the market share of five-star hotels in Jordan. Similarly, mobile marketing, search engine marketing and social media marketing also have significant positive effects on the market share of the hotels studied. On the other hand, the results did not show that marketing content creation and search engine optimisation had no noticeable effect on market share. Furthermore, more studies on search engine optimisation and the creation and promotion of attractive marketing content are recommended, given the inability of the current study to prove its impact on market share. It also recommends that hotels strengthen their digital strategy to keep pace with rapid developments and the strength of competition across networks.

Keywords: digital marketing; five-star hotels; Jordan; market share; MM; SEM; SEO; SSM.

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1. Introduction. Digital marketing refers to creating and publishing content through digital media channels such as websites, welcome pages, social media, email, and mobile apps. It involves promoting content via various strategies across paid, earned and owned digital channels, including SEO, SEM, PPC advertising, content syndication, social media, email, and text. Digital marketing strategies help marketers set goals, target an audience, and develop a digital marketing plan that best reaches that audience (Sokolova & Titova, 2019). These strategies provide direction for specific marketing campaigns or programs and a framework for evaluating results (Chaffey & Smith, 2022). The rise of websites prompted companies to shift their marketing efforts to the digital realm, leading to the development of e-marketing and digital marketing (Junaidi, 2020). In response to globalisation and technological advancements, hotels allocate more of their budgets to digital marketing, either alongside or instead of traditional channels (Tata et al., 2023). The rapidly evolving business landscape has been influenced by globalisation and technological progress, driving advancements in digital technology that have significantly impacted business operations, technologies, and strategies (Imamov & Semenikhina, 2021).

Marketing has not been immune to these changes. Digital marketing has evolved on two fronts. First, in the practises and principles used in marketing programmes, modern marketing professionals focus on creating plans that engage various digital media audiences (Ryan, 2020). Second, with technological advances that have transformed marketing, companies in general and hotels in particular are hurrying to take advantage of the opportunities provided by the internet by creating their websites (Calabro et al., 2023). The digital marketing has become essential for businesses to achieve their market goals (Rahman et al., 2023). Given its significant role in enhancing company performance, this research aims to evaluate its impact. The study will focus on the five-star hotel sector in Jordan as a sample. With the increasing intensity of competition between tourism companies in general and hotels in particular, it has become necessary to adopt a competitive advantage to maintain current sales by targeting audiences and working to attract more tourists to visit Jordan by using digital marketing tools to promote services and sell them to the consumer base outside Jordan, both regionally and internationally. Through communications and information technology, the hotels subject to study can understand and respond to customers' evolving aspirations, needs, and purchasing behaviours (Harahsheh et al., 2020). Moreover, as digital marketing becomes increasingly important across all industries, the tourism sector in Jordan is experiencing significant growth, particularly in terms of hotel services. This growth has heightened the focus on its role as a market share representative. Therefore, this study aims to demonstrate the impact of digital marketing on the market share of five-star hotels in Jordan, in addition to assessing the level of use of digital marketing tools and determining the factors affecting market share. The study will also compare organisations that have adopted the technological and environmental framework with those that have not to explore how market share in tourism can benefit from the optimal use of digital marketing.

This paper provides an overview of the background, significance, and objectives of this study. The literature review discusses the theoretical framework and previous research related to digital marketing and its impact on market share. The methodology section outlines the research design, data collection, and analysis methods. The results section presents the findings of the study, followed by a discussion that interprets the results in the context of the literature. Finally, the conclusion summarises the key findings, implications, and recommendations for future research.

2. Literature Review.

2.1. Digital marketing and search engine optimisation

Considering the increasing tourism growth in Jordan and other countries, digital marketing has become highly important. Current and potential tourists rely on digital communication tools to obtain information about services, products, promotions, and all relevant details online (Kontis & Skoultzos, 2022). Digital marketing allows for personalised communication and offers, but understanding its types and value in tourism activities is essential (Magano & Cunha, 2020). With the industry becoming more complex and competitive, traditional marketing methods may no longer be sufficient (More, 2023). Tourism businesses rely heavily on information and communication technology, collaborating with global digital networks to distribute and sell their products (Aljumah et al., 2021). Effective digital marketing strategies are crucial for enhancing online visibility and attracting potential customers (Ijomah et al., 2024).

The current market is becoming increasingly digital, with most customers researching and purchasing products online (Toha & Supriyanto, 2023). Companies, including hotels, use digital platforms to promote their products and services, realising the benefits of digital marketing in communicating with consumers at

the right time and place (Kanaan et al., 2023). Professional digital marketing services offer many benefits to all types of businesses (Dwivedi et al., 2021).

According to Mladenovic et al. (2023), search engine optimisation (SEO) is a marketing technique that aims to improve a website's visibility on search engines without paid advertising. Additionally, Setiawan et al. (2020) consider that SEO essentially involves making a website more appealing to both search engines and users. Google frequently updates its algorithms to provide relevant search results, leading some to believe that their SEO efforts are futile. However, these updates are designed to filter out websites that do not deserve top placement on search engine results pages (SERPs). Search engine optimisation is considered a cost-effective strategy, as it helps dynamically increase traffic to and from the target audience, whether it conveys information or displays services, products and offers (Alfiana et al., 2023). According to Bhandari & Bansal (2019), search engine optimisation plays a crucial role in digital marketing by enhancing market share. It is a powerful marketing tool that influences key variables such as market share and brand equity. This underscores the significant impact of search engine optimisation strategies on a company's market share and brand positioning (Nipa & Chowdhury, 2024). Additionally, a study by Jadhav et al. (2023) addressed and highlighted digital marketing in SMEs in terms of the diverse impacts of digital marketing practices on their market share, which indicates that a single approach suitable for different industries may not be suitable for all SMEs and SMEs. Moreover, Martynenko et al. (2023) investigated the evolving nature of digital marketing, including search engine optimisation and adoption by these companies to increase their presence in the market. Furthermore, Hang (2019) confirmed the importance of the continuous nature of search engine optimisation due to changes in Google search engine algorithms and the fundamental role of the factors upon which the search engine optimisation process is built on the web page and off in higher visibility on the results page, which greatly affects market share. On the basis of previous experiments, theoretical studies and resources, the following hypothesis was formulated: search engine optimisation (SEO) has a positive effect on the market share of five-star hotels in Jordan.

2.2. Search engine marketing

Search engine marketing (SEM) has become highly important because the facilities it provides to reach existing and potential customers (Le et al., 2024). Paid strategies are employed to appear in searches. These strategies include activities related to preparing and improving ads, in addition to determining the paid budget for placing ads (Purnomo, 2023). According to Aswani et al. (2018), SEM, which is a subset of search engine marketing, involves paid methods to gain visibility across search engine results pages (SERPs). Search engine marketing (SEM), paid search or pay-per-click (PPC), and strategies focus on creating and optimising ads and managing the ad placement budget. Using platforms such as Google Ads, brands target specific keywords in their campaigns, serving personalised ads on SERPs. For every click these ads receive, Google charges the brand (Kundu, 2021; Botton, 2018; Kumar & Babu, 2023). Search engine marketing (SEM) is a cost-effective strategy for audience acquisition, where advertisers are charged only for user clicks on ads. Although search engine marketing provides great ROI and consistent traffic, accelerating competition has inflated bids, expanding campaigns across multiple search engines and keywords. While there are still challenges such as lost clicks due to fraud, search engine marketing remains a profitable part of advanced advertising strategies. Online campaigns also aim to develop the brand and direct response while choosing the most appropriate marketing channels on the basis of the potential return on investment. Web-based businesses naturally benefit from online advertising, whereas offline businesses use it for brand promotion. Close tracking of ROI across search engines represents a shift from speculative advertising spending in the late 1990s to efficient, data-driven business models, as discussed previously (Almestarihi et al., 2024; Egbeh & Oguguo, 2022; Teppo, 2021; Gani & Faroque, 2021).

Terrance et al. (2018) addressed enhancing the competitive edge of retail websites through SEM. In addition, it highlights the role of the internet in universal connectivity and the reach of digital marketing. The study also discussed the importance of having digital catalogues as advertising marketing content that highly enhances Google rankings for search engine marketing for electronic retail sites. Therefore, through clothing classification on three electronic retail sites, the study revealed ways to improve sales and enhance visibility through search engine optimisation. The study also examined the relationships and interactions among search engine optimisation, search engine marketing, and the impact of ranking across websites and revealed appropriate practices for search engine optimisation. Moreover, Panchal et al. (2021) surveyed the shift in marketing towards digitalisation, focusing on the effects of SEO and SEM. In addition, exploring how emerging technologies such as AI and big data shape marketing strategies contributes to organisational growth and differentiates among tools and techniques during the evolution of digital marketing. Furthermore, a

previous study (Kushwaha, 2020) asserts that search engines are pivotal for digital marketing because of user habits. We emphasise that website optimisation mediates the success of search engine marketing (SEM). The study, which surveyed 367 individuals from Punjab, India, concluded that while keywords are crucial for SEM, their impact is amplified when combined with effective website optimisation. Furthermore, Darma & Noviana (2020) examined digital marketing strategies to increase digital payment use during the pandemic. This study highlights the economic impact of COVID-19 on Bali's tourism and subsequent job losses. This suggests leveraging digital marketing and payments to support new businesses and reduce virus transmission through cash. The case study of a Bank Indonesia-supported MSME reveals that strategic digital finance policies can help MSMEs thrive and promote a cashless society in Indonesia. According to previous literature and organisational theory, the following hypothesis is proposed: Search engine marketing (SEM) has a positive effect on the market share of five-star hotels in Jordan.

2.3. *Marketing content creation*

Content creation is crucial in digital marketing for attracting and engaging audiences, building customer relationships, and improving search engine rankings (Mahmoud, 2024). High-quality content not only drives brand awareness and sales but also strengthens brand reputation (Bazi et al., 2023). Khalayleh & Al-Hawary's (2022) study on Jordan's five-star hotels revealed that a digital marketing mix—encompassing databases, social media, pricing, and advertising—positively affects marketing performance, enhancing customer loyalty, satisfaction, and acquisition. The analysis of data from 294 customers suggests that hotel managers focus more on digital promotion to improve service quality representation. With respect to marketing content creation and customer orientation, Jawabreh et al. (2022) evaluated the content of a five-star hotel website and customer orientation, which aimed to evaluate hotel websites' functionality and customer perceptions of their design. It involved analysing 37 five-star hotels in Jordan and surveying 100 guests. This study introduces a new methodology for assessing hotel website information. The key findings included a statistically significant relationship between marketing orientation ($T = 7.519$) and customer orientation. Additionally, the Aqaba Zone's advertising and customer-focused classification significantly impact hotel categorisation (coefficient = 0.605). Moreover, a predictive model for hotel website analysis is suggested, considering both management and customer viewpoints, which is a novel approach in this research area.

In addition, Hydock et al. (2020) addressed how market share determines the impact of corporate political advocacy. This study explored the effects of corporate political advocacy (CPA) on consumer behaviour. They suggest that while CPA may alienate some customers, it can benefit smaller brands by attracting new ones, provided that the brand's stance is authentic. This may lead to an increase in the number of customers for the brand with the fewest market shares, despite unfavourable reactions.

Furthermore, a study by Ansari et al. (2019) aimed to explore the impact of brand awareness and marketing via social media platforms on purchasing decisions. The survey, which targeted 150 respondents, revealed that brand awareness has a weak positive effect, whereas marketing via digital media has a moderate positive effect on consumer purchases. On the basis of previous theories, experimental studies, marketing theory, and the marketing opportunity analysis matrix in the digital context of creating and promoting attractive and effective marketing content for seizing opportunities with a high probability of success, the researcher was able to propose the following hypothesis: content creation has a positive effect on the market share of five-star hotels in Jordan.

2.4. *Social media marketing*

Social media marketing (SMM) is a method used to gain customers, increase brand visibility, and drive business growth (Williams-Morgan, 2023). Additionally, it involves creating and circulating diverse content on platforms such as Facebook, Instagram, and Twitter to trace user interaction and broaden reach (Boulianne, 2023). SMM's key benefit is its fleeting, broad-spectrum audience engagement, leveraging the enormous user base of social platforms. In this context, a study by Fayvishenko et al. (2023) explored how brand social media marketing affects market share. In addition, a \$1 billion growth in SSM dispersal could increase a company's market capitalisation by roughly \$1.45 million. Moreover, we highlight the benefits of SSMs, such as improved trademark awareness and customer engagement, and advise further research into optimising these strategies for a competitive edge. Ibrahim (2022) conducted a meta-analysis on the tie-up between SSMs and brand fidelity and detected a positive correlation with a 49% effect range. Furthermore, sample type, survey type, and country brand ranking are notable interfaces of this relationship.

Wang et al. (2019) addressed the effectiveness of SSMs in Bangladeshi fashion production, focusing on brand awareness and consumer loyalty. The study surveyed 564 consumers and reported that while social media marketing fosters brand attachment and preference, it does not necessarily translate into buying

commitment, with a success rate of less than 50% in securing loyal customers. Previous theories and literature provide a foundation for understanding the impact of social media marketing activities on brand loyalty and consumer behaviour, as discussed in the studies by Fayvishenko et al. (2023), Ibrahim (2022), and Wang et al. (2019), which helped to build the following hypothesis: social media marketing (SMM) has a positive effect on the market share of five-star hotels in Jordan.

2.5. Mobile marketing

With respect to mobile marketing as a fifth dimension of the current study, mobile marketing effectively targets the mobile digital environment, followed by customers and potential customers (Kuriachan et al., 2024). Mobile marketing capitalises on users' frequent phone usage to deliver tailored content and ads. It includes optimising web content for mobile, using app-based and location-based marketing to target users effectively, and engaging customers through SMS and MMS messages (Rodriguez et al., 2024). This strategy is essential for reaching on-the-go consumers with timely and relevant information (Kaufman et al., 2023). To expand on the theoretical and practical aspects of this strategy, the researcher discussed several studies related to mobile marketing. For instance, Waheed & Yang (2018) examined the impact of mobile marketing on online consumer buying behaviour, providing empirical evidence from Pakistan. Their study highlighted the transformative effect of mobile marketing on consumer purchasing online in Pakistan, confirming a strong link between marketing through mobile channels such as MMS, WAP, and SMS and consumer behaviour on the basis of a survey of 1,000 consumers and structural equation modelling analysis. Florido-Benítez (2022) investigated international mobile marketing (IMK) as a main tool for firms' global growth, highlighting its advanced role squarely in technological globalisation. Additionally, we analyse the literature and secondary data sources such as the OECD and Sensor Tower to explore IMK's impact on trading, especially during the pandemic. The results suggest IMK's potential to meet customer needs, its combination with digital strategies, and contribution insights for future international digital marketing decisions. Additionally, the study by Al-Hawary & Obiadat (2021) addressed how mobile marketing affects customer fidelity in Jordan, focusing on interactivity, personalisation, and satisfaction. Surveying 403 mobile shoppers, the research revealed that these factors significantly impact loyalty, whereas localisation does not. Recommendations were made for improving mobile content and customer engagement. Furthermore, Albattat & Phuoc (2022) investigated the impact of mobile applications on Jordan's hospitality manufacturing. Additionally, their turn in marketing and trading, revamping customer service grasp, and business sustainability are highlighted. In addition, it discusses interests, such as magnifying attributes of life and income potential, alongside the ultimatum, including ethical concerns and the effect of social media on acquisition decisions. It examines various apps from the perspectives of businesses and customers. The marketing theory of the past literature is anchored in mobile marketing as a vital tool for engaging customers through their mobiles. Thus, the theoretical approach dispenses spin around the success of mobile marketing in magnifying customer affiance, fidelity, and global business reach while also considering the ethical implications and influence of social media on consumer actions. The following hypothesis was proposed: Mobile marketing has a positive effect on the market share of five-star hotels in Jordan.

2.6. Email marketing

Email marketing, as one of the dimensions of digital marketing, is considered in the current study to be a strategic approach that supports communication via email to address current and potential audiences (Kenza & Mohamed, 2023). It is a key tool for strengthening business relationships and supporting brand vision. By delivering marketing and promotional messages directly to the audience, companies can enhance personal communication and increase participation (Mahoney & Tang, 2024). Many studies discuss email marketing strategies. For example, the study by Al-Sarayrah (2018) explored the extent of the availability of technological resources in Jordanian tourism and hotel organisations and their impact on competitive advantage in the field of marketing tourism and hotel services. The study adopted an exploratory and analytical approach, as it collected and analysed data through questionnaires that were distributed to employees in this field. The author concluded that understanding the role of technology in tourism and hotel facilities is important, as it simplifies business operations, supports competitive advantage, and improves customer experiences. The study also identified the obstacles and challenges faced by this type of tourism, which must be addressed to achieve sustainable development.

GhavamiLahiji (2016) explored the crucial impact of email marketing on consumer behaviour. Despite the importance of forecasting consumer activity regarding technological and lifestyle changes, email marketing has proven to be an influential business tool for influencing consumer choices and driving online affairs. Furthermore, a study by Pavaloaia et al. (2020) examined the insurance business and looked at the impact of

SBI technology on sustainable profitability. Moreover, they analysed an optimised marketing drive on Facebook alongside a customary email campaign. Moreover, statistical methods, such as chi-squares and t tests, validate the tested hypotheses and notify businesses of their choices. In addition, the study ranges on how companies run marketing campaigns on SM in evenness with email campaigns. While insurance is a practical context, the suggested model can benefit companies over industries, highlighting the importance of BI technology. Finally, combining SM and email campaigns symmetrically can yield better outcomes than separate campaigns can. SBI platforms enhance the management of campaign preferences for insurance beneficiaries.

In essence, the theory underscores the importance of integrating email marketing with other digital strategies to achieve a competitive edge and sustainable growth. Combining social media and email campaigns symmetrically is more effective than running separate campaigns, as it leads to better management of campaign preferences and outcomes. Therefore, the following hypothesis is proposed: email marketing has a positive effect on the market share of five-star hotels in Jordan.

3. Methodology and research methods. The authors used a descriptive approach to collect information from various sources and literature related to digital marketing. In addition, previous studies, such as Kundu (2021), Botton (2018), Kumar & Babu (2023), Ibrahim (2022), Fayvishenko et al. (2023), Wang et al. (2019), and Albattat & Phuoc (2022), were also considered. To gather primary data, the researchers used the field method, creating a questionnaire distributed to study community members to serve the study's objectives.

The questionnaire was designed to collect primary data from marketing managers, reservations and sales managers, and others involved in the marketing process. This study aimed to assess their achievement levels in digital marketing dimensions, their influence on market share, and the impact of digital marketing on logistics. The questionnaire had three parts: the first part focused on digital marketing and included six indicators (search engine optimisation, marketing search engines, creating content, marketing via social media sites, mobile marketing, and email marketing), and the second part measured market share.

The study population comprised all leadership and supervisory positions in twenty-one five-star hotels in Jordan, as per the Jordanian Hotel Association and the Tourism Authority. Approximately 500 male and female administrators work in these hotels. The sample size of the current study was determined to be 222 employees, on the basis of the total population size and an acceptable margin of error of 5%, as per the equation by Sekaran and Bougie (2016).

The data collection process involved distributing the questionnaire to the selected sample of 222 employees. The researchers ensured that the questionnaire was comprehensive and covered all relevant aspects of digital marketing and its impact on market share. The responses were collected and analysed to ensure the reliability and validity of the data.

The concordance of the respondents' answers was assessed via statistical methods to ensure consistency and reliability. The researchers used measures such as Cronbach's alpha to evaluate the internal consistency of the questionnaire. The results indicated a high level of agreement among the respondents, suggesting that the data collected were reliable and could be used for further analysis. The respondents included marketing managers, reservations and sales managers, and other individuals involved in the marketing process within the five-star hotels. The demographic profile of the respondents was diverse and included both male and female employees. The age range of the respondents varied, with a significant proportion being in the 30–50 years age group. The educational background of the respondents also varied, with many holding degrees in marketing, business administration, or related fields. The respondents had varying levels of experience in the hospitality industry, ranging from a few years to several decades.

Furthermore, the authors used the partial least squares structural equation modelling (PLS-SEM) technique to analyse the data. This technique was selected because it can handle many variables at once and is well suited for complex designs. This aspect enables a thorough discussion of the connections between digital marketing elements and market share in five-star hotels in Jordan. The study was grounded in previous theories, resources, experimental studies, marketing theory, and the marketing opportunity analysis matrix in its digital context, aiming to create and promote attractive and effective marketing content to seize opportunities with a high probability of success. In addition, previous theories and literature provide a foundation for understanding the impact of social media marketing activities on brand loyalty and consumer behaviour, as discussed in the studies by Fayvishenko et al. (2023), Ibrahim (2022), and Wang et al. (2019), which helped to build the following hypotheses:

H1: Search engine optimisation (SEO) has a positive effect on the market share of five-star hotels in Jordan.

H2: Search engine marketing (SEM) has a positive effect on the market share of five-star hotels in Jordan.

H3: Content creation has a positive effect on the market share of five-star hotels in Jordan.

H4: Social media marketing (SMM) has a positive effect on the market share of five-star hotels in Jordan.

H5: Mobile marketing (MM) has a positive effect on the market share of five-star hotels in Jordan.

H6: Email marketing (EM) has a positive effect on the market share of five-star hotels in Jordan.

On the basis of the previous hypotheses, the author created the following chart to illustrate the relationships between the independent variables (dimensions of digital marketing) and the dependent variable (market share).

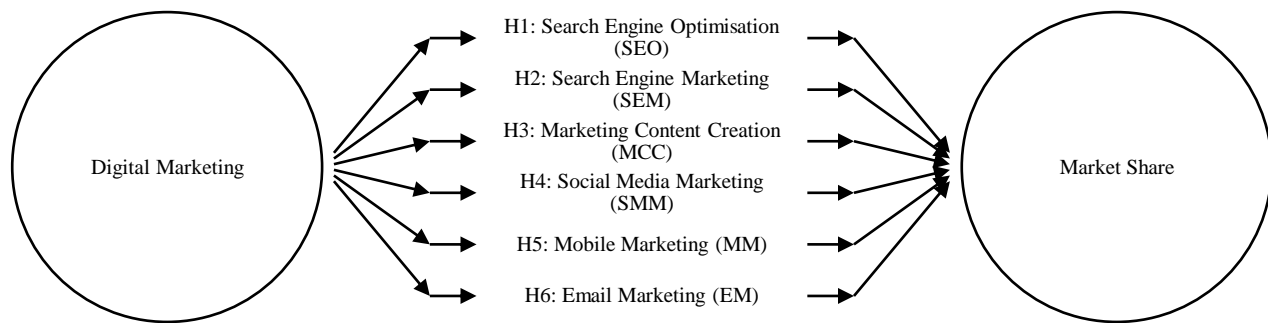


Figure 1. Theoretical Frameworks

Sources: Developed by the authors on the basis of previous literature.

4. Results.

4.1. Measurement Model

In this part, the author gauges by examining the study model's reliability, validity, and potential biases. In addition, the reliability of the dormant variables, which were attained from noticeable variables, utilised composite reliability (CR) and Cronbach's alpha (CA). A rating of 70% or greater indicates a high level of reliability. From Table 1, it appears that strong dependability, with CA values above 70% and CR values over 70%, is in line with the results of Fithri et al. (2024).

The author also assessed the collective validity, which inspects the closeness and validity of the constructs, via factor loadings. This indicates that 50% or above was considered a reasonable indicator of convergent rationality. The results presented in Table 1 indicate good convergent justiciability, except for MSH5, MCC1, and MCC2, as their factor loadings were less than 50%, indicating their elimination. This finding supports the dispute made by Cheung et al. (2023) that factor loadings exceeding 50% indicate crucial convergent validity.

Table 1. Measurement Model

Variables	Factor Loading	CA	CR	AVE	VIF
Market Share		0.863	0.885	0.598	
MSH1	0.819				2.402
MSH2	0.871				3.047
MSH3	0.788				2.467
MSH4	0.708				2.459
MSH5	0.487				2.424
MSH6	0.607				2.743
Email Marketing		0.832	0.851	0.597	3.263
EM1	0.634				1.689
EM2	0.620				2.429
EM3	0.733				1.877
EM4	0.547				1.591
EM5	0.920				1.586
Marketing Content Creation		0.700	0.727	0.517	3.010
MCC1	0.432				1.473
MCC2	0.460				1.499
MCC3	0.620				1.215
MCC4	0.811				1.271
Mobile Marketing		0.842	0.861	0.682	4.776
MM1	0.592				1.458
MM2	0.796				2.202
MM3	0.856				2.886

Variables	Factor Loading	CA	CR	AVE	VIF
MM4	0.793				2.006
Search Engine Marketing		0.827	0.847	0.595	2.938
SEM1	0.735				1.494
SEM2	0.572				1.590
SEM3	0.788				9.595
SEM4	0.536				1.941
SEM5	0.841				8.761
Search Engine Optimisation		0.859	0.885	0.649	3.887
SEO1	0.788				2.966
SEO2	0.831				3.109
SEO3	0.884				2.373
SEO4	0.710				1.900
SEO5	0.514				1.339
Social Media Marketing		0.780	0.799	0.597	4.891
SMM1	0.617				1.373
SMM2	0.888				1.338
SMM3	0.574				1.896
SMM4	0.584				1.967

Sources: developed by the authors on the basis of data analysis.

Furthermore, it presents each construct's average variance extracted (AVE) values. Al-Zwainy & Al-Marsomi (2023) consider AVE values greater than 50% sufficient for establishing convergent validity. All the constructs in this study had AVE values above 50%, confirming their excellent convergent validity. This study evaluated discriminant validity by comparing the root mean variance extracted (AVE) of each inactive variable with the correlations between other constructs. The results in Table 2 indicate that the off-diagonal correlation was less than the square root of the AVE, indicating the discriminant validity of the study (Dirgiamto, 2023).

Table 2. Fornell–Larcker discriminant validity criterion

Variables	EMM	MCC	MM	Market Share	SEM	SEO	SMM
EMM	0.772						
MCC	0.584	0.719					
MM	0.771	0.647	0.826				
Market Share	0.805	0.659	0.917	0.773			
SEM	0.594	0.785	0.632	0.659	0.772		
SEO	0.771	0.610	0.827	0.823	0.635	0.806	
SMM	0.795	0.692	0.847	0.851	0.671	0.790	0.773

Sources: developed by the authors on the basis of data analysis.

Table 3 shows the discriminant validity of the Heterotrait–Monotrait ratio (HTMT). This method assesses discriminant validity by comparing the correlation between different constructs to the correlation between indicators within the same construct (Cheung et al., 2023). Ideally, the HTMT ratio should be lower for correlations between different constructs than for correlations within the same construct. Abdeen & Khalil (2023) suggest a threshold of 0.85 or less, whereas Ringle et al. (2023) propose a more lenient threshold of 0.90 or less. As shown in Table 3, the HTMT between Market Share & EMM gain is 0.927, indicating a high correlation, which raises questions about the discriminant validity between these two constructs.

Table 3. Discriminant validity–Heterotrait–monotrait ratio

Variables	EMM	MCC	MM	Market Share	SEM	SEO	SMM
EMM							
MCC	0.741						
MM	0.888	0.784					
Market Share	0.927	0.800	1.043				
SEM	0.712	0.991	0.729	0.760			
SEO	0.892	0.755	0.960	0.946	0.768		
SMM	0.973	0.881	1.012	1.009	0.816	0.947	

Sources: developed by the authors on the basis of data analysis.

Similarly, the HTMT between Market Share & MM is 1.043, exceeding the threshold, indicating potential similarity issues between the constructs. The ratio between SEM and MCC is 0.991, which is close to the threshold, potentially indicating a validity concern. Additionally, the ratio between SEO and EMM is 0.960, suggesting a lack of distinction between the constructs. To demonstrate good discriminant validity, the HTMT should ideally be below 0.90. Higher values may necessitate a re-evaluation of the construct definitions or measurements.

4.2. Structural Model Assessment

A positive beta coefficient indicates a positive relationship, meaning that as the independent variable increases, the dependent variable also increases. Standard deviations measure the variance or dispersion of data points from the mean. Low standard deviations indicate that the data points are close to the mean, which indicates more reliable results. T tests and probability values were calculated to determine the statistical significance of the results. A low probability value (usually less than 0.05) indicates that the results are statistically significant. The results presented in Table 4 and Fig. 2 show email marketing (EMM) and its impact on the market share (MSH). The beta path coefficient shows that email marketing (EMM) has a significant and positive effect on the market share of five-star hotels in Jordan. A 1% increase in mobile marketing leads to a 0.166% increase in market share, indicating that email marketing is an effective strategy for increasing market share in this context.

For mobile marketing (MM), a 1% increase in mobile marketing leads to a 0.542% increase in market share, indicating a strong positive impact. For search engine marketing (SEM), a 1% increase in search engine marketing leads to a 0.316% increase in market share, indicating a significant positive impact. In addition, a 1% increase in social media marketing leads to a 0.103% increase in market share, indicating a positive but smaller impact than mobile marketing and search engine marketing. Nonsignificant dimensions, such as mobile content creation (MCC) and search engine optimisation (SEO), were found to have no significant impact on market share in five-star hotels in Jordan. This finding refutes the initial research hypotheses that suggested that these dimensions would have a significant impact.

Economically and strategically, the significant positive impacts of EMM, MM, SEM, and SMM indicate that these digital marketing strategies are effective in increasing the market share of five-star hotels in Jordan. Hotels should consider investing more in these areas to enhance their market presence. In terms of resource allocation, given the insignificant impact of MCC and SEO, hotels may reconsider allocating resources to these strategies. Focusing on the most impactful strategies identified may be useful. From the market dynamics side as a competitive advantage, by leveraging effective digital marketing strategies, hotels can gain a competitive advantage in the market. The positive effects on market share indicate that these strategies can help hotels attract more customers and increase their market presence. From the customer engagement side, the significant impacts of EMM, MM, SEM, and SMM highlight the importance of communicating with customers through different digital channels. Effective interaction can lead to increased customer loyalty and increased market share.

In a narrow sense, the results highlight the importance of some digital marketing strategies in increasing the market share of five-star hotels in Jordan. Email marketing, mobile marketing, search engine marketing, and social media marketing have been shown to have significant positive effects, indicating that these strategies are effective tools for market growth. On the other hand, the insignificant impact of mobile content creation and search engine optimisation suggests that these strategies may not be effective in this context, prompting a need to reevaluate and reallocate potential marketing resources.

Table 4. Path analysis results

Variables	Beta	(STDEV)	T statistics	P values	Decision
EMM -> Market Share	0.166	0.082	2.022	0.043	Supported
MCC -> Market Share	0.016	0.060	0.274	0.784	
MM -> Market Share	0.542	0.092	5.869	0.000	Supported
SEM -> Market Share	0.316	0.063	5.243	0.000	Supported
SEO -> Market Share	0.141	0.093	1.523	0.128	
SMM -> Market Share	0.103	0.042	2.487	0.013	Supported

Sources: developed by the authors on the basis of data analysis.

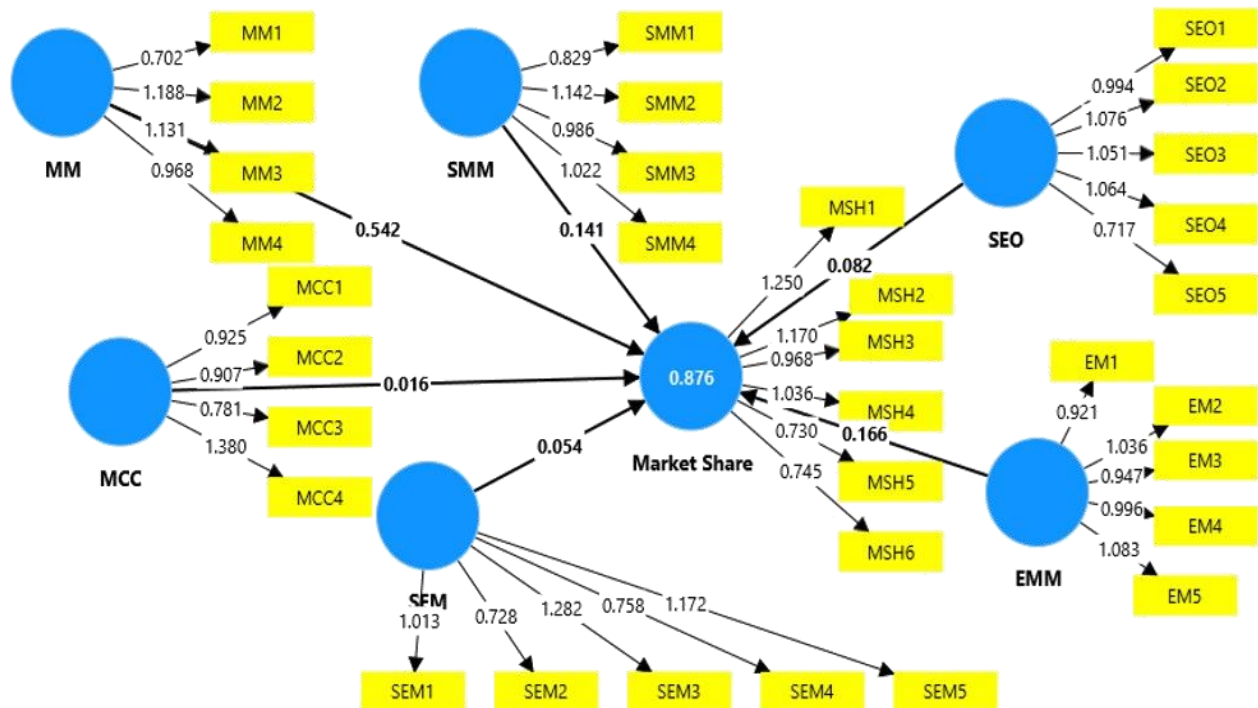


Figure 2. Path analysis

Sources: Developed by the authors on the basis of data analysis.

5. Discussion. This study provides a comprehensive analysis of the effects of various digital marketing strategies on the market share of five-star hotels in Jordan. It also provides important insights into the effectiveness of digital marketing strategies for five-star hotels in Jordan. The current study revealed a positive and strong impact of the dimensions of digital marketing on market share through the strategies of email marketing, mobile marketing, marketing via social media platforms, and search engine marketing. Therefore, a 1% increase in marketing effort corresponded to an increase in market share growth in the previously mentioned percentages, which are good percentages according to the research results. This is attributed to the effectiveness of the four strategies, EM, MM, SEM, and SMM, in enhancing the market presence of the hotels studied. These findings are consistent with those of the studies by Kundu (2021), Kurdi et al. (2022), and Nusairat et al. (2022), particularly with respect to difficulties in marketing performance and customer perception. Therefore, hotel managers should prioritise guest satisfaction when developing strategies to enhance product promotion, brand value, and marketing performance. This aligns with our study, which indicates that search engine marketing favours marketing performance.

Although some of these tools are considered the oldest in digital marketing communications, such as email, this indicates the value they hold in hospitality through the direct line of communication with the client and is highly customisable. With the common use of smartphones and the increasing trend of making travel plans and reservations on mobile devices, the impact of mobile marketing is becoming more obvious. Main activities such as app-based promotions, location-based offers, and personalised messaging can have a notable impact. These findings are in line with those of Birenboim et al. (2023), Timmer (2022), and Chabata (2021), who confirmed that smartphones and mobile applications play pivotal roles in the tourism industry and its continuous development, including tourist-oriented functions, guidance and navigation, efficiency, effective transportation, social interaction, and activities.

Additionally, search engine marketing (SEM) and social media marketing (SMM) had positive and important impacts on hotels' market share. This result is attributed to the fact that the hotel subject of the study employs social media platforms such as Facebook, Twitter, Instagram, and LinkedIn, in addition to their websites, electronic applications, and others that promote their services, products, and marketing within strategies that attract the public and allow interaction with them through spaces designated for discussion. To explain and support these results, the author reviewed the paragraphs that the respondents answered. The researcher reported that hotels work to create brand awareness, attract potential customers, build strong relationships with customers, improve customer service, and obtain feedback through tourists' responses to services and products. The researcher also found that the investigated hotels focus on the quality of advertising

directed towards the largest segment to capture a satisfactory market share, so they employ paid advertisements [PCCs], allocating a budget for each click, and whoever pays more, his advertising messages will appear more clearly so that they target the audience through keywords, according to the marketing staff in Hotels, according to their answers. These findings are in line with those of Nuseir and Elrefae (2022), Ibrahim (2021), and Samosir et al. (2023), who indicate that social media marketing increases brand recognition, brand image, and brand loyalty. Moreover, explaining the role of social media marketing, its compatibility and ease of use in predicting attitudes towards adoption further influences marketing performance and reports that social media marketing efforts support market attitudes.

Despite the tools that hotels seek to employ, they failed in the [MCC] and [SEO] strategies. According to the results, there was no effect on [MSH]. These findings suggest that these two strategies may need to be re-evaluated or improved to fit the specific context of the five-star hotel industry in Jordan. This can also be attributed to various factors, such as market saturation, ineffective implementation, or the unique characteristics of the Jordanian market, which may require customised marketing methods. Perhaps from the researcher's point of view, there is a weakness in technological skills among marketing employees, which prevents the ability to design attractive marketing content and the ability to target keywords through search engine optimisation. This is addressed by Kuchkovskiy et al. (2021), Alfiana et al. (2023), and Hoo et al. (2023), who describe the use of such strategies as content analysis models to process web resources in online marketing to simplify the technology of content automation management. This facilitates the rapid growth of the internet and electronic business, providing a smart system for marketing decisions to distribute content from a specific area to a specific target audience. This development of information technology to address web resources for e-commerce is based on internet marketing methods and the methods of senior economic officials.

Furthermore, the study underscores the need for a broader, integrated marketing approach that includes exceptional on-ground service and guest experiences in addition to digital marketing. It also highlights the importance of understanding the nuances of digital marketing strategies in different contexts and the need to constantly test, measure and improve marketing methods to ensure that they are compatible with consumer behaviour, preferences and desires.

6. Conclusions. On the basis of these results, several studies are in line with the current findings. For example, Aswani et al. (2018), Kundu (2021), Botton (2018), and Kumar & Babu (2023) explored and addressed the strategy of search engine marketing (SEM) and addressed the effect of IT supplies, including [EM], on competitive advantage in Jordanian tourism and hotel establishments, which agreed with the current results for hypotheses [H2] and [H6]. In addition, Fayvishenko et al. (2023), Ibrahim (2022), and Wang et al. (2019), and Lahiji (2016) agreed with these results by focusing on the notable impact of email marketing on consumer behaviour, which is consistent with current findings on the effectiveness of social media marketing and email marketing [SMM & EM], which agreed with the current findings of hypotheses [H2] and [H4]. Moreover, Albattat & Phuoc (2022), Florido-Benítez (2022), Waheed & Yang (2018), and Pavaloaia et al. (2020) line up with the results to some extent, as they examine the effect of combining mobile marketing and social media and email campaigns, suggesting a positive effect on market share when integrated effectively, similar to current findings on the positive impact of mobile marketing and email marketing, which agreed with the current results of hypotheses [H4], [H5] and [H6].

Furthermore, the study's findings highlight the effectiveness of email marketing, social media marketing, search engine marketing, and mobile marketing in increasing the market share of five-star hotels in Jordan, which is consistent with the above studies. However, our current results also indicate that CCM and SEO did not have a significant effect. This suggests a potential deviation from the broader understanding of the impact of digital marketing. While these studies support the effectiveness of EM, MM, SMM, and SEM, they may not fully align with our findings regarding the limited impact of other strategies. This emphasises the need for a tailored approach to the Jordanian market. It is important to consider the context and execution of these strategies, as well as the unique characteristics of the local market, to understand the discrepancies and optimise the marketing mix.

Finally, owing to the inability of current research to prove its impact on market share, further studies on improving search engines and creating and promoting attractive marketing content are recommended. The researcher also recommended that the digital strategies of the investigated hotels be strengthened to keep pace with rapid development and the strength of competition across networks. The researcher also calls for more studies in the field of electronic marketing in the multi-industry sector in Jordan.

This study revealed that e-mail marketing (EM), social media marketing (SMM), search engines (SEM), and mobile marketing (MM) greatly increase the market share of five-star hotels in Jordan. However, the marketing of content creation (CCM) and the improvement of the SEO (SEO) did not have major impacts. Hotels should focus on promoting digital marketing strategies by taking advantage of SMM, SEM, SEM and MM. Adopting these strategies in the context of the local market is very important to increase their effectiveness. The results of studies on CCM and SEO may not be completely fully understood, indicating the need for further investigations in these areas. Future research must investigate search engines and create attractive marketing content. In addition, studies must be conducted on digital marketing across various industries in Jordan to provide a more comprehensive understanding.

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Вплив цифрового маркетингу на ринкову частку туристичних компаній Йорданії

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Метою цього дослідження є вивчення впливу цифрового маркетингу та оцінювання рівня його застосування через такі стратегії, як оптимізація пошукових систем (SEO), пошуковий маркетинг (SEM), створення контенту, маркетинг у соціальних мережах, мобільний та email-маркетинг, на ринкову частку п'ятизіркових готелів у Йорданії. Дослідження акцентує увагу на важливості цифрового маркетингу для туристичної індустрії. Сучасні та потенційні туристи активно використовують цифрові комунікаційні інструменти для отримання інформації про послуги, продукти, акції та інші онлайн-дані. Цифровий маркетинг дозволяє здійснювати персоналізовані комунікації та пропонувати індивідуальні пропозиції, проте важливо розуміти його типи та цінність у туристичній діяльності. Через зростання конкуренції та складність галузі, традиційні методи маркетингу можуть бути недостатньо ефективними. Туристичні компанії дедалі більше покладаються на інформаційно-комунікаційні технології та співпрацюють із глобальними цифровими мережами для поширення та продажу своїх продуктів. Ефективні стратегії цифрового маркетингу є важливими для підвищення онлайн-присутності та залучення потенційних клієнтів. Для збору даних було використано описово-аналітичний підхід на основі вибірки, до якої входили менеджери з маркетингу, бронювання, продажів, а також інші учасники маркетингового процесу. Генеральна сукупність складала керівні та наглядові посади у двадцяти одному п'ятизірковому готелі Йорданії, що загалом налічували близько 500 співробітників, з яких до вибірки було залучено 222 особи. Авторами використано інструментарій PLS-SEM для перевірки висунутих гіпотез. Результати дослідження показали, що такі канали комунікації, як email-маркетинг, мобільний маркетинг, пошуковий маркетинг та маркетинг у соціальних мережах, мають значний позитивний вплив на ринкову частку п'ятизіркових готелів у Йорданії. Однак створення маркетингового контенту та оптимізація пошукових систем не виявили значущого впливу на ринкову частку. Авторами наголошено про доцільність подальших досліджень з визначення впливу SEO та створення привабливого контенту, а також підкреслює необхідність посилення цифрових стратегій готелів для відповідності стрімким змінам та зростанню конкуренції в цифрових мережах.

Ключові слова: цифровий маркетинг; п'ятизіркові готелі; Йорданія; ринкова частка; мобільний маркетинг; SEM; SEO; SSM.