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Impact of Digital Marketing Strategies on the Entrepreneurial Orientations of Jordan's Commercial Banks

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Abstract: Technology finance has an increasingly significant impact on the state of the financial industry around the world, including Jordan. Digital marketing has the potential to improve the efficiency, creativity and value of financial services, which can contribute to the resilience and prosperity of customers. This research aims to determine digital marketing strategies (DMSs) and their impact on the entrepreneurial orientation (EO) of Jordan's commercial banks. To realize the dimensions of the digital marketing strategy. The study answers the main question addressed by this research, including whether there was a correlation and impact of the digital marketing strategy on the entrepreneurial orientation of commercial banks. The method uses a basic type with a quantitative, nonexperimental approach. Essential information obtained through the questionnaire was organized for this purpose and distributed to a sample of 137 staff at various levels. Descriptive and analytical statistical methods have been adopted, including computational media and standard deviations, and the correlations between variables and tests (t) have been used. All the variables have α (0.823 ~ 0.989); to ascertain the stability of the search tool, the value (F) achieved (241.359). The results reveal various perspectives on key business aspects and show that the correlation factor ($R=.926$) indicates that digital marketing affects entrepreneurial orientation. The results of this study explain the structural impact of the digital marketing strategy (targeting strategy, attack strategy, and proactive strategy) on the entrepreneurial orientation (proactive risk tolerance and creative and innovation) of Jordanian commercial banks. Thus, these tools are potentially effective and should be adopted by Jordanian commercial banks to improve existing strategies through investments in technology, data analysis and staff training.

Keywords: attack strategy; banks sector, potential development; proactive risk tolerance; proactive strategy; targeting strategy.

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1. Introduction. Commercial banks play a major role in the economic landscape in Jordan, contributing significantly to job creation and digital marketing activities. Despite their significant contributions, these companies face serious challenges, especially in the Middle East. Therefore, organizations must deeply understand their customers in today's highly competitive and rapidly evolving business landscape, and organizations must strive to stay ahead of their competitors (Rodríguez et al., 2023). Therefore, this study aims to analyse the impact of digital marketing strategies on the entrepreneurial orientations of Jordanian commercial banks. Moreover, this study aims to bridge this gap by proposing digital marketing strategies (DMSs), which shape attitudes and expectations and their impact on the entrepreneurial orientation of Jordanian commercial banks (EOs). This study also aims to analyse the impact of commercial banks' marketing digitization processes on the entrepreneurial orientations of customers. The study allows us to identify potential customers of banks, their needs and demands, and predict the interests of specific categories of bank customers. The structure of the article is as follows: first, research into the theoretical aspects of digitizing marketing for commercial banks; second, monitoring the main indicators of services provided to bank customers on social networks such as Facebook, Twitter, and Instagram and studying the entrepreneurial trend; and third, formulating recommendations for further digitization of commercial banks' businesses (Mehri, 2018). Digital innovations, virtual environments, and social media platforms can greatly enhance the competitive advantage of museums and their ability to attract new visitors. Improving the experience, increasing the loyalty and overall satisfaction of visitors visiting museums is the result of the introduction of internet communication technologies in museums (Zollo et al., 2022; Karima & Abederezzak, 2020). This includes a digital marketing strategy, a set of steps that can be taken to ensure the success of services provided to customers through digital marketing, as this strategy includes careful research into target markets, analysing competitors, developing an appropriate strategic plan, creating good content, and attracting and motivating customers to interact with the content of the marketing campaign, in addition to using social media. As a modern and integrated entrepreneurial trend, digital marketing requires entrepreneurship and excellence to maintain relationships with customers (Zeidan, 2018). Previous studies have focused on identifying the advantages and disadvantages of digital marketing, describing the trends and types of digital marketing, identifying digital marketing channels and tools, and describing the criteria (metrics) for evaluating the use of digital marketing tools and the role of entrepreneurial trends in commercial banks. However, despite these contributions, there is still a need for further study of the specific problems faced by institutions in different areas of activity, such as commercial banks, and the development of a methodology for developing marketing strategies based on digital tools (Ismaeel et al., 2023). The research gap is the lack of factor analysis and identification of patterns between indicators to assess the effectiveness of social networks and the number of customers, which allows for the formation of a marketing strategy to work with customers and address these challenges faced by commercial banks by focusing on digital marketing strategies (DMSs) and their impact on entrepreneurial orientation (EOs) on the basis of machine learning and data analysis in general (Bedoya, 2023; Wynn & Jones, 2019). Moreover, the research problem arose from the limited knowledge and application of digital marketing strategies in the entrepreneurial orientations of Jordanian commercial banks and the limited adoption and practice of these variables and their dimensions in light of their understanding of the characteristics of each variable. Moreover, the focus is on developing a framework that explains the relationships between variables that affect entrepreneurial orientation across Jordanian commercial banks. The research questions are as follows: What is the relationship between digital marketing strategies and their impact on entrepreneurial orientation, targeting strategies, attack strategies and proactive strategies in Jordanian commercial banks? Field coherence before the questionnaire was distributed led to a diagnosis of the limited awareness of commercial bank members of the research variables. It is also expected that this study will be the first to investigate the impact of digital marketing strategies on entrepreneurial orientation in Jordanian commercial banks.

2. Literature Review.

2.1. Digital marketing strategies (DMSs)

The purpose of this literature review is to analyse the impact of the digital marketing strategy (DMS) on the entrepreneurial orientation (EO) of Jordanian commercial banks. Digital marketing strategies, such as proactive, targeting and attack strategies, have radically changed the way business thinks and executes the dimensions of entrepreneurial orientations (De Pelsmacker et al., 2018). Businesses employing this strategy often use a combination of competitive pricing, strong advertising, and even controversial marketing campaigns to have a large impact (Belias et al., 2019). Product development involves innovative service improvements to outperform other players in the market in light of increasing competition (Chamboko-

Mpotaringa & Tichaawa, 2021). Banks can communicate with customers effectively through targeting strategies, which leads to enhanced opportunities to provide products and services that precisely suit their needs, reflecting the creative and innovative factors of entrepreneurial trends. Digital marketing is also defined as a nontraditional virtual platform based primarily on the internet to promote products and services, connect customers, identify and understand user needs via digital technologies and devices, and it is a modern and more effective method for creating brand awareness and developing and improving enterprise image (Mishra, 2020). Specifically, digital marketing is the construction of awareness and dissemination of a brand. It is defined as "The request of interactive digital to attain the purposes of the enterprise by identification and summit the needs and attitudes of customers. Zeidan (2018) referred to "service or product marketing using various digital technologies, such as mobile phones and online computers" and "determinants of innovation in digital marketing". These findings indicate that consumers consume more challenges, have developed prospects than ever and, of course, make more selections, which has now become the emphasis of every marketing strategy (Dimitrios et al., 2023; Rosario & Cruz, 2019).

This strategy focuses on taking action to prevent competitors from entering the market or reducing their influence, which involves advanced technology or obtaining exclusive manufacturing or branding rights (Elvis & Barasin, 2023). A proactive marketing strategy is similar to steering a ship rather than merely drifting with the currents (Akgün & Arslan 2017. This approach involves consistently monitoring industry orientations, staying attuned to customer feedback, and innovatively crafting campaigns and messages that resonate with the audience (McCain, 2023). Strategies in digital marketing, which include calculated market risk and the desire to exploit opportunities, reflect the pioneering factor of risk tolerance and have been highlighted by the adoption of attack strategies, which enable organizations to outperform other players and drive innovation in the market. The leading factor of risk tolerance, as the willingness to exploit opportunities and take risks quickly, requires success in attacking innovation and the market (Belias et al., 2019; Kumar, 2020). E-learning is a part of the increase in information resulting from the assimilation of information technology into educational organizations. Ultimately, proactive marketing is not just about being noticed; it is about fostering strong, lasting relationships with customers and staying relevant in a constantly changing business landscape (Ababneh, 2022). The character of digital marketing stations requires close study of consumer buying decisions with an intervening outcome of eWOM (Kurdi et al., 2022).

Specifically, marketing strategies focus on accurately identifying and identifying target audiences; analysing the market, customer needs, and demographic and behavioral data of target groups; and then designing customized marketing campaigns for each category (Elvis & Barasin, 2023). A targeted marketing strategy is akin to a focused and data-driven approach where businesses identify a specific audience or demographic that is most likely to benefit from their products or services. To understand this target group's needs, preferences, and pain points, companies can tailor their marketing efforts to speak directly to them, resulting in higher engagement and conversion rates (Kurdi et al., 2022). Instead of trying to capture attention, a deep connection with the people who matter most to your business is needed. By personalizing messages and offering their specific desires, targeted marketing maximizes the effectiveness of campaigns and nurtures a sense of loyalty and trust among customers (McCain, 2023). This approach involves an aggressive, head-on stance where a company directly challenges its competitors to gain market share, customer attention, or brand dominance. It can be a high-risk, high-reward strategy, as it may lead to intense rivalry and backlash from competitors (Ababneh, 2022). Essentially, Jordanian commercial banks focus on aspects related to digital marketing strategies and entrepreneurial orientations and realize the dimensions of the digital marketing strategy. Rodríguez et al. (2023); Espinola et al. (2022); Reinartz et al. (2019). Munoz (2022) noted that digital marketing strategies in business are destinations, importance their critical character in preferment and dissemination, and increasing visibility and attractiveness for customers. To explain the correlation between different variables in the research model, the research hypotheses are as follows: There is no significant effect at the significance level of digital marketing strategies in Jordanian commercial banks on entrepreneurial orientation. There is no significant effect at the significance level of a Target Strategy by enhancing entrepreneurial orientation. There is no significant effect at the significance level of the attack strategy by enhancing entrepreneurial orientation. By enhancing entrepreneurial orientation, there is no significant effect at the significance level of proactive strategy.

2.2. *Entrepreneurial Orientation (EO)*

Entrepreneurship links the strategic process directions according to innovative indicators from the internal and external corporate environments. The fact that organizations tend to take greater risks than others do and are proactive in searching for new opportunities stems from the rooted concept of entrepreneurial tendencies

Mintzber (1973). Innovation, which is based on presenting and implementing ideas and searching for new opportunities, is a pivotal component of entrepreneurial trends through the characteristics of entrepreneurship (Kryvovyazyuk et al., 2019). Additionally, Ogundo et al. (2018) refer to the organization's strategic direction and usually focus on the organization's innovation, taking risks to compete aggressively and proactively. Researchers have provided many definitions, which vary according to their own scientific field (Mahmoud, 2020). Creative and entrepreneurial innovation represents a dynamic dimension in the realm of entrepreneurship. It is about thinking beyond the conventional and groundbreaking ideas that have the potential to disrupt markets (Ikonen & Nikunen, 2019). Entrepreneurs who tread this path are similar to modern-day alchemists, taking raw creativity and transforming it into innovative products, services, or solutions. It involves thinking differently, challenging the status quo, and pushing the boundaries of what is possible (Thanasi-Boce, 2020). They draw inspiration from diverse sources, apply design thinking, and foster a culture of experimentation (Bernoster et al., 2020). It is not just about inventing something new; it is about reimagining entire industries. Successful entrepreneurs in this realm are those who can harness their creative potential to develop innovations that capture the market and redefine the way we live and work. It is a domain where imagination meets enterprises, and the possibilities are limited only by one's vision and daring spirit (Subramaniam & Shankar, 2020).

The dimension of entrepreneurship known as "proactivity" embodies a proactive approach to identifying opportunities and taking calculated risks. Entrepreneurs running within this dimension are not content with waiting for opportunities to come to them; instead, they actively seek out potential areas for business growth and development. They are like scouts of the business world, constantly scanning the environment for unmet needs, changing orientations, or gaps in the market (Subramaniam & Shankar, 2020). Their mindset is characterized by curiosity and a willingness to explore uncharted territories, even before demand becomes evident (Bernoster et al., 2020). Their decision-making is influenced by a deep understanding of their target audience, allowing them to deliver innovative solutions that meet customers' evolving needs. In essence, this entrepreneurial dimension is about being the driver of change, a trailblazer who shapes the business landscape rather than reacting to it (Rauch, 2019).

The starting point is for business organizations to seize opportunities to introduce new production and service modalities and competitive action to confront competition organizations and how to immunize the competitive position of continuity and respond to market changes (Yeni, 2015). Proactiveness is also a continuum of operations, while its conflict is negative, which is regarded as an inability to seize opportunities or drive the market differently, and interaction recommends a response to the participant's competitive adventure (Cantaleano et al., 2018). The principle can therefore be assumed as the search for new prospects that are linked or unrelated to the organization's activities, making the organization a leader among competitors. The search for opportunity involves adopting a proactive perspective in introducing new products and acting on the basis of sensing the future and creating opportunities in the business environment.

Entrepreneurs operating within this dimension display a unique mindset in which they do not see risks as insurmountable hurdles but rather as opportunities for growth (Kamel, 2013). Their tolerance for risk allows them to step outside their comfort zones and take calculated bets of their business ideas (Subramaniam & Shankar, 2020). Entrepreneurs in this category understand that failure is an inherent part of the entrepreneurial journey and are not deterred by setbacks (Kaplan & McGourty, 2020). They recognize that by taking risks, they can potentially achieve substantial rewards and innovative breakthroughs that would otherwise be unattainable. This dimension sets apart entrepreneurs from average business professionals (Thanasi-Boce, 2020; Zhagui, 2023).

The adoption of the risk tolerance concept of the leading feature entrepreneurial since it was first used by (Cantillion in 1734). Since then, risk acceptance has been considered a key element of entrepreneurship, and its hallmark, Rashid & Ismail (2014), states that risk means a tendency to favour high-yield projects, high-risk and bold strategic actions, low-risk projects and strategic actions against the conservative yield. Risk tolerance is defined as the desire to absorb uncertainty and assume responsibility for the future. Moreover, it is the degree to which managers are willing to commit significant and dangerous resources and to act in an unstable environment. It is also a tendency to make decisions and actions without specific knowledge of possible outcomes. Some pledges may also include substantial resource commitments in the competitive adventure process. Al-Hindawi & Mehdi Mohammed (2018) reported a study that they conducted by publishing questionnaires and interviews with a number entrepreneur and discovered that using marketing strategies could increase SMEs' ability to adapt to rapid market changes and develop new products and services. A study similar to that of Ghoth (2021) analysed the direct effects of social media marketing on

achieving entrepreneurial orientation. Marketing has been found to increase brand awareness and contribute to promoting creative thinking and innovation within a company. The research hypotheses are as follows: There is no significant effect at the level of proactive strategy on enhancing entrepreneurial orientation.

3. Methodology and research methods. The research is based on the analytical descriptive approach in the applied aspect, which is based on data collection, to test the research hypotheses and then analyse them to reveal the relationships between their variables for the purpose of interpreting the results. Reliability tests compare Cronbach's alpha and composite reliability values, with a minimum value above 0.70. Convergent validity, discriminant and reliability tests are performed before testing the hypotheses. The study used a cross-sectional survey methodology (Sekaran, 2016). This approach will make it possible to answer specific research questions through the application of statistical techniques, facilitating the identification of significant patterns, relationships, and trends in the data collected. The sample included a number of employees of branches, such as the "Commercial Bank of Jordan". Contribute to creating and enforcing policy. The data were gathered from July 2021 to December 2021. The questionnaires were distributed via email, the mobile messaging app WhatsApp, social media, and in-person interactions. The questionnaire was published to 137 employees distributed across senior and middle management levels; therefore, the research used a random sample. While the intention was to achieve a random sample, the method of distributing the questionnaire indicates that a convenience sampling approach was utilized. The online questionnaire survey offers operational and financial advantages. The data in this study were obtained via an inquiry involving 137 internet users in Jordan. More specifically, internet users are located in Amman (the capital). The data were collected via an electronic survey. The questionnaire included was sent to all users via Google Drive from 2/2023 to 5/2023. This methodological structuring seeks to coherently integrate the key elements, providing a clear and understandable vision of the research approach and design. These sources played a crucial role in helping researchers gather the information needed to build the study's theoretical framework, refine its goals, and review key findings. To address the objectives and problems of this study, the proposed hypothetical outline was built as it contains the features of the topic on the basis of a key hypothesis derived from several subhypotheses commensurate with the bank's study community and addressed it in all its aspects (McCain, 2023; Belias et al., 2019). The findings were compared with those of the literature review and previous research to draw meaningful conclusions. Therefore, this study aims to explore the factors affecting the impact of the digital marketing strategy (targeting strategy, attack strategy, and proactive strategy) on the entrepreneurial orientation (proactive risk tolerance and creative and innovation) of Jordanian commercial banks. Accordingly, Figure 1 shows the proposed research model. To explain the correlation between different variables in the research model, the research hypotheses are depicted as follows:

Ho1: There is no significant impact at the significance level of digital marketing strategies in Jordanian commercial banks on entrepreneurial orientation.

Ho2: There is no significant impact at the significance level of a Target Strategy by enhancing entrepreneurial orientation.

Ho3: There is no significant impact at the significance level of the attack strategy by enhancing entrepreneurial orientation.

Ho4: There is no significant impact at the significance level of proactive strategy by enhancing entrepreneurial orientation.

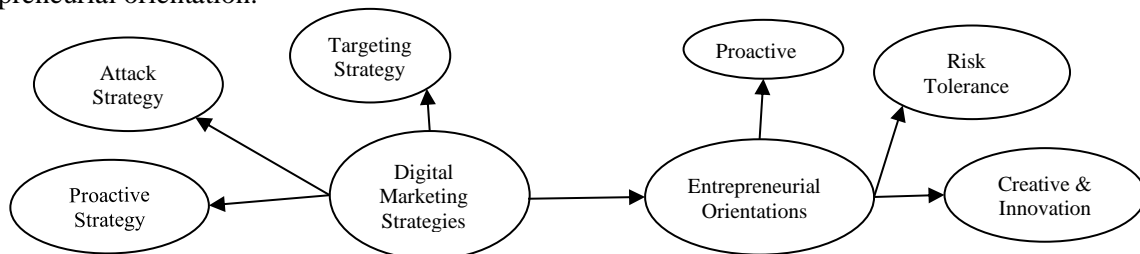


Figure 1. Research framework

Source: Developed by the author on the basis of a literature review.

The hypothesis was formulated regarding the relationship between digital marketing strategies (targeting, attack, and proactive) and entrepreneurial orientation (proactive risk tolerance, creative and innovation) in Jordanian commercial banks. The hypothesis was formulated as follows: "There is a RELATIONSHIP between digital marketing strategy activity and entrepreneurial orientation". The proposed hypothetical

outline appears to be a well-structured approach to address the research problem and objectives. The results show that Jordan's commercial banks are influenced by the digital marketing terms of entrepreneurial orientation. There was a positive correlation between the first dimension (target strategy) and entrepreneurial orientation, as evidenced by the R value. Entrepreneurial orientation, characterized by a proactive and innovative approach and daring to take risks, has been widely recognized as a driver of commercial banks (Rauch et al., 2009).

With its targeted strategies and advanced analysis, digital marketing works to provide specialized marketing campaigns directed at consumers and works to change the way banks deal with customers and the ways they promote their services. In essence, the link between these frameworks signifies a modern banking landscape where digital marketing empowers banks to be more entrepreneurial, innovative, and customer-centric. This synergy equips banks to navigate the ever-evolving financial industry successfully, all while delivering value and experiences that meet the expectations of today's digitally savvy consumers. This enhances customer experiences and satisfaction and thus creates loyalty. Identifying risks for opportunities and rewards and adapting by leveraging digital platforms (Al-Maalawani, 2020; Shernakhi, 2014).

4. Results. The descriptive data were functional in the exhibition and data analysis. Simple linear regression was used to test the hypotheses at the 0.05 alpha level. Table 1 shows the reliability and validity of the variables. All the variables have α (0.823 ~ 0.989) to ascertain the stability of the search tool. The reliability test results were carried out by looking at the values of Cronbach's alpha and reliability and showed values above 0.70. Cronbach's alpha coefficient was calculated to be acceptable if its value was equal, and by consulting the results of the statistical test, the general persistence factor of the questionnaire was high, reaching 0.84. Research shows that the resolution has a high degree of stability, as illustrated in Table 1.

Table 1. Cronbach's Alpha Coefficient

Variables	Number of Items	Alpha Cronbach	Variables	Number of Items	Alpha Cronbach
Targeting Strategy	4	0.870	Risk Tolerance	4	0.834
Attack Strategy	4	0.989	Proactive	4	0.849
Proactive Strategy	4	0.898	Creative and Innovation	4	0.871
Digital Marketing	12	0.879	Entrepreneurial directions	12	0.823
			Total	24	0.845

Sources: Developed by the author on the basis of the sample's respondents.

This paragraph contains a presentation of the research findings obtained through analysis of the investigators' responses to the questionnaires and the answers to their questions, with a view to identifying the impact of digital marketing in support of entrepreneurial orientations in the sample study at a significant level. Table 2 presents a summary of the assessment of various factors related to digital marketing and entrepreneurial orientations. On the first axis, digital marketing, the assessment reveals that the targeting strategy receives a moderate rating with an average of 3.60, indicating that the bank carefully identifies its target market via data and research.

Table 2. Means and standard deviations

Variable	Mean	Std.	Level	Variable	Mean	Std.	Level
<i>First Axis: Digital Marketing</i>				<i>Second Axis: Entrepreneurial Orientations</i>			
Targeting Strategy	3.83	1.1123	Medium	Risk	3.60	1.2856	Medium
	3.49	1.3456	Medium	Tolerance	2.87	1.0765	Weak
	3.60	1.0032	Medium		3.00	1.2043	Medium
	3.60	1.4598	Medium		2.94	1.3921	Weak
Attack Strategy	2.99	1.2567	Weak	Proactive	2.69	1.0356	Weak
	3.20	1.1265	Medium		3.00	1.4332	Medium
	3.26	1.2991	Medium		2.80	1.3497	Weak
	3.54	1.0254	Medium		3.17	1.2211	Medium
Proactive Strategy	3.86	1.4067	Medium	Creative and	3.63	1.1098	Medium
	2.94	1.1789	Weak	Innovation	2.90	1.4913	Weak
	3.83	1.4782	Medium		3.60	1.1654	Medium
	2.49	1.0456	Weak		2.94	1.2797	Weak

Source: Developed by the author on the basis of sample analysis.

From Table 3, the correlation factor ($R=0.926$) shows that digital marketing affects the entrepreneurial orientations of Jordanian commercial banks. It also shows that the impact of the independent variable (digital

marketing) on strengthening banks' entrepreneurial orientation is statistically significant. The determination coefficient ($R^2=657$) shows that variability in quantitative methods can account for 83.7% of the variability in enhancing entrepreneurial orientation.

Table 3. Results of Testing the First Hiphesis

Model Summary		ANOVA		Coefficients				
R	R ²	F	Sig F*	Variable	B	St. error	T	Sig T*
0.926	0.857	288.249	0.000	Targeting Strategy	0.287	0.051	3.531	0.000
				Attack Strategy	0.351	0.019	2.374	0.001
				Proactive Strategy	0.184	0.024	5.119	0.000

*The impact is statistically significant at the level $\alpha \leq 0.05$.

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

The regression coefficients' values for the sub dimensional variable (digital marketing) are shown in the table. The table shows that the value of the dimension target marketing strategy B was (.287) and that the (T) calculated value was (3.531). The table clearly shows that the (T) value was calculated for this dimension (2.374) at an important level, indicating a significant positive impact. The (B) value dimension attack marketing strategy was equal to (0.351). The table shows that there is a significant positive effect in the proactive marketing strategy dimension.

There was a positive correlation between the first dimension (target strategy) and entrepreneurial orientation, as evidenced by the R value. When all other factors remain constant, the determination result coefficient indicates that in regard to entrepreneurial orientation, the target strategy represents (51.3%) of the difference. The importance level was established such that the regression importance was supported by the value (F), which extended (198.349) at the confidence level (Table 4).

Table 4. Results of H2, H3, and H4 hypothesis tests

D.V		Model Summary		ANOVA		Coefficients			
		R	R ²	F	Sig F*	B	St. error	T	Sig T*
H2	Targeting Strategy	0.716	0.513	198.349	0.000	0.389	0.039	9.841	0.000
H3	Attack Strategy	0.816	0.666	254.621	0.000	0.541	0.029	4.874	0.000
H4	Proactive Strategy	0.773	0.598	241.359	0.000	0.614	0.058	7.919	0.000

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

The positive correlation between the attack strategy dimension and entrepreneurial orientation, as evidenced by the (R) value of the second dimension of (0.816). After all other factors are adjusted, the purpose coefficient results, showing that the attack marketing strategy represents a difference in entrepreneurial orientation. There is a positive link between the third dimension of proactive strategy and entrepreneurial orientation. Assuming that all other variables remain constant, a determination result coefficient shows that after the proactive strategy, it represents a difference in entrepreneurial orientation; this is an equivalent determination factor of 0.598. The value (F) achieved (241.359) was also proven at the level of trust, indicating the importance of regression at the level of importance. Prospectively, the proposed hypothetical outline appears to be a well-structured approach to address the research problem and objectives. The results show that Jordan's commercial banks are influenced by the digital marketing terms of entrepreneurial orientation. Entrepreneur-oriented entrepreneurs are innovative and willing to embrace new technologies and trends (Wang, 2020). However, the variability of quantitative technologies (85.7%) can be explained by the impact of digital marketing and the difference in entrepreneurial orientation. When all other factors remain constant, the "target marketing strategy" area accounts for 57.3% of the variance in "entrepreneurial orientation". When all other factors remain constant, the area of attack marketing strategy accounts for 66.6% of the variance in "entrepreneurial orientation". When all other factors remain constant, the area of "proactive marketing strategy" explains (59.8%) of the variability in "entrepreneurial orientation".

5. Discussion. The results of this study explain the structural impact of the digital marketing strategy (targeting strategy, attack strategy, and proactive strategy) on the entrepreneurial orientation (proactive risk tolerance and creative and innovation) of Jordanian commercial banks. These findings support all the proposed hypotheses, revealing a significant positive impact of these variables. There is a statistically significant effect at the level of digital marketing strategies in Jordanian commercial banks on entrepreneurial orientation.

The findings of the study can be explained by the fact that the structural impact of the digital marketing strategy (targeting strategy, attack strategy, and proactive strategy) on entrepreneurial orientation (proactive

risk tolerance and creative and innovation) has been adapting to the negative business environment for some time. The empirical findings support the direct and indirect effects of digital marketing strategies on the entrepreneurial orientation of Jordanian commercial banks (Mathews & Healy, 2018). The hypothesis of this research was tested as follows: all the direct and indirect hypotheses are confirmed. These findings support all the proposed hypotheses, with significant positive relationships among these variables. New findings can spur innovation in digital marketing approaches, encouraging the adoption of new technologies or methodologies that enhance effectiveness and efficiency.

According to Ghoth (2021), digital marketing plays an influential role in the evolution of enterprises and their entrepreneurial orientations, and digital marketing plays a major role in understanding the characteristics of the market and recognizing the desires of customers, leading to accurate knowledge of how to formulate the strategies of the enterprise and ensure its survival with the memory of customers while attracting new customers from its market analyses. Furthermore, Yousaf et al. (2018) reported a positive relationship between digital marketing and strategic business performance and a positive relationship between e-marketing and e-trust, as well as informational claims that digital marketing has an impact on the competitive advantage of a company, enabling it to achieve its entrepreneurial goals. The results showed that entrepreneurial orientations can be achieved at a high level through the use of digital marketing strategies. In addition, entrepreneurial orientations are positively influenced by digital marketing (targeting, attack, proactive).

6. Conclusions. The study conclusion reveals the correlation between the variables of research, which means that the research hypotheses are consistent, although banks can benefit more from digital marketing than they can, through some recommendations: suggestions for practitioners and policymakers in the context of public enterprises consist of findings emphasizing the importance of digital marketing in driving entrepreneurial orientations in public enterprises. This will enable even more precise targeting and personalized marketing campaigns. The results revealed the effects of the use of a digital marketing strategy (targeting strategy, attack strategy, and proactive strategy) on the entrepreneurial orientation (proactive risk tolerance and creative and innovative) of Jordanian commercial banks. The development of clear processes for adopting digital innovations could include regular training and awareness programs to encourage employees to embrace and adapt to technological changes. Consider establishing a dedicated team to identify and assess potential high-risk, high-reward projects. Notably, digital marketing means and media are the best ways for enterprises to communicate with their customers, whether related to precautions taken to ensure health and safety, even for commercial or non-commercial transactions. It is also essential to cultivate a culture of proactivity, creative thinking, and readiness to embrace calculated risks. The respondents unanimously agree that the importance of digital marketing is growing and that its principles remain relevant and effective in times, although marketing metrics are changing. These recommendations can help banks further excel in the dynamic and competitive digital marketing landscape and ensure sustainable growth. They provide evidence-based insights that marketers can rely on to make informed decisions. Additional research can investigate moderate effects such as industry characteristics, market conditions, entrepreneurial orientation, digital marketing, marketing capabilities, and marketing performance.

Conflicts of interest: The authors declare that they have no conflicts of interest.

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Вплив цифрових маркетингових стратегій на підприємницьку діяльність комерційних банків Йорданії **Абдулла Аль-Шурах**, факультет фінансів і бізнесу, Університет ісламських наук та освіти, Йорданія

Технологічні інновації дедалі більше впливають на розвиток фінансової індустрії в усьому світі, включаючи Йорданію. Цифровий маркетинг здатний підвищити ефективність, інноваційність та цінність фінансових послуг, що сприяє зміцненню стабільності та добробуту клієнтів. Метою цього дослідження є визначення цифрових маркетингових стратегій (DMS) та їх впливу на підприємницьку діяльність (ЕО) комерційних банків Йорданії. Основним завданням є дослідження ключових елементів цифрових маркетингових стратегій та перевірка гіпотези щодо взаємозв'язку між цифровими маркетинговими стратегіями та підприємницькою діяльністю комерційних банків. Методологія дослідження базується на кількісному підході. Основні дані зібрано за допомогою анкетування, яке охопило вибірку зі 137 респондентів – співробітників банків різних рівнів. Для аналізу використано описові та аналітичні статистичні методи, включаючи середні значення, стандартні відхилення, кореляційний аналіз між змінними та t-тестування. Надійність дослідницького інструменту підтверджено коефіцієнтом α (0.823 ~ 0.989), а показник F становив 241.359, що свідчить про надійність отриманих результатів. Результати дослідження демонструють високий рівень кореляції ($R=0.926$) між цифровими маркетинговими стратегіями та підприємницькою діяльністю. Виявлено, що структурні компоненти цифрової маркетингової стратегії (стратегія таргетування, атакувальна стратегія, проактивна стратегія) мають значний вплив на підприємницьку діяльність (проактивність, толерантність до ризиків, інноваційність) комерційних банків Йорданії. Таким чином, ці стратегії є ефективними інструментами, які доцільно впроваджувати для вдосконалення маркетингових підходів комерційних банків шляхом інвестицій у технології, аналіз даних та навчання персоналу.

Ключові слова: атакувальна стратегія; банківський сектор; потенційний розвиток; проактивна толерантність до ризиків; проактивна стратегія; стратегія таргетування.