

INVESTIGATING THE ROLE OF THE INTEGRATION OF DIGITAL TECHNOLOGIES IN THE IMPACT OF SOCIAL MEDIA ON HOSPITALITY PERFORMANCE IN JORDAN

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Abstract: The research examines the mediating role (through digital technologies) of the relationship between social media and hospitality performance in Jordan. As the scope of using online platforms to engage customers, their services, and communication with brand has intensified, knowledge of their direct and indirect effects on performance has become more relevant particularly as the digital transformation redefines operations within the hospitality sector. The study was done with a quantitative, cross-sectional research design where a structured questionnaire was given to 167 professionals working in hospitality related organizations in Jordan. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to analyze the received data. It has been established that social media has strong direct influence on the performance of the hospitality industry, and its influence seems to be better mediated by means of the use of digital technologies. It is worth mentioning that the digital integration proves to be a strong mediator that has contributed to the impact of social media on customer satisfaction, service quality, and operational efficiency. These findings highlight the strategic value of integrating digital technologies in the social media models in a bid to initiate sustainable performance gains. The study adds value to the literature in that it empirically proves the concept of digital integration as a dynamic capability, as well as introduces a model that can be applied to the development policy of the hospitality sector in emerging economies. It also provides valuable professional knowledge to managers and policymakers in the hospitality industry by indicating that they should invest in the infrastructural development of technology, digital solutions, and workforce skills to take full advantage of the potential of social media. Through digital innovations coupled with social media strategies, the hospitality organizations in the emerging economies such as Jordan will be in a position to leverage sustainable growth and competitive edge in the digital age.

Keywords: customization, transparency, interaction, digital technologies, hospitality performance

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INTRODUCTION

The digital transformation over the last decade has dramatically transformed the international hospitality and tourism environment and reinvented the way in which the service performance is planned, marketed, and maintained (Sudirjo et al., 2024). Social media engagement, influencer cooperation, content marketing, and customer interactions are some of the most successful strategies of attracting and keeping travelers in the modern world. However, when paired with the incorporation of digital technologies, they can serve as the key to unlocking their full potential and enabling hospitality companies to become more responsive in real-time, provide more personalization to guests, and get actionable information that can be used to make decisions (Dengra, 2024). This technological change has become especially topical to emerging economies, as competitiveness and sustainable development of hospitality are gaining priority in the agendas of national socio-economic development (Al-Barakat et al., 2025; Jawabreh et al., 2025; Saputra et al., 2023; Cordova-Buiza et al., 2025).

Even though social media strategies are identified as promising sources of guest satisfaction and loyalty, much of their success depends on how far organizations can integrate digital technologies into their processes to adapt to the changing preferences of the consumers (Nordhoff et al., 2020). Digital technology integration also includes the implementation of tools and systems that can help hospitality businesses to automate operations, enhance service delivery, and be responsive to consumer needs (Dalain et al., 2025). Having integrated these technologies into their marketing and operations systems, hotels and tourism organizations will be able to track the performance, boost the experience of the guests, and synchronize promotions with current trends in the market (Alshurideh et al., 2023). By so doing, integration of digital technology can help hospitality firms optimize their social media investments by enhancing customer interaction, tailoring their services and maintaining consistency in their interactions with the guests (Aljabari et al., 2024; Aboalghanam & Awad, 2024).

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Although the integration of digital technology into the hospitality sector of Jordan has increasingly become important in the hospitality industry, there is still a scanty literature that examines the mediating effect of digital technology integration in the association (Bataineh et al., 2023). It is strategically important to address this gap. In the context of the growing number of online interactions, intensifying competition, and evolving guest needs, hospitality organizations might find it difficult to leverage the full potential of the social media platforms in case they do not have the technological resources to convert engagement into tangible results (Chopra & Raja, 2024). The explanation of how the incorporation of digital technologies affects the social mediaperformance connection is, therefore, essential to evidence-based policy making, strategy formulation, and positioning in hospitality markets (Sacco & Magnani, 2023). Although digitization within the Jordan tourism and hospitality segments has widened the communication systems and service innovation it is the mediating mechanisms of this change that have not been thoroughly examined (Rossini et al., 2023). Through studying social media, integration of digital technology, and hospitality performance in Jordan, this study will close this gap (Hussain et al., 2024). Accordingly, this research is guided by the following questions:

RQ1: What is the extent of the impact of social media on hospitality performance in Jordan?

RQ2: What is the role of digital technology integration in the relationship between social media and hospitality performance?

RQ3: Is digital technology integration a crucial mediating factor that enhances the effectiveness of social media in improving hospitality performance?

The rest of this paper is divided in the following way. Section 2 gives a literature review regarding social media, digital technology integration and hospitality performance and in the end formulates hypotheses regarding the mediating role of digital technologies. Section 3 explains the methodology, such as survey construction, data gathering, as well as the application of PLS-SEM to test the hypotheses.

Section 4 shows the empirical results and explains how they compare with the previous research. Lastly, the sixth section is the conclusion, which contains theoretical and managerial implications on how synthesis between digital technologies and the use of social media strategies can lead to the sustainable growth of hospitality in Jordan.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

1. Customization and Hospitality Performance

Customization in the hospitality industry means the processes of personalization of services and experiences to the needs and preferences of the guests. Using the knowledge of social media and digital solutions, hotels have the chance to examine customer demands and create products to match tailored needs. Past studies point to the fact that personalized services greatly enhance the satisfaction, loyalty, and the overall performance because guests feel greater value in personalized services (Ahmad et al., 2024 ; Alhaj et al., 2024). To Jordan, where competitiveness in hospitality is based on the provision of differentiated cultural and service-based value, customization is of significant factor to sustainable performance outcomes.

H1: Customization has a positive influence on hospitality performance.

2. Digital Technologies and Hospitality Performance

The implementation of digital technologies such as mobile applications, AI-based systems of services, and online reservation platforms have altered the operational and strategic bases of hospitality organizations. These are tools that improve efficiency, simplify the processes and assist in real-time decision making (Sharabati et al., 2023). The use of digital technologies in the hospitality industry has become crucial in addressing the growing consumer expectations and competing with international benchmarks in the specific case of the Jordanian context, the development of hospitality is at the heart of economic diversification (Haleem et al., 2022).

H2: Digital technologies have a positive influence on hospitality performance.

3. Digital Technologies, Customization, and Hospitality Performance

The digital technologies allow a new level of individualization through the analysis of the guest data, monitoring of preferences, and automated personalization of the services. By combining these technologies, the hospitality companies can provide customers with personalized suggestions, dynamic pricing, and loyalty, which can improve the experience of the guests (Makrydakis, 2024). Digital technologies, in this sense, can be seen as an enabler that may enhance the positive impact of customization on the performance of hospitality.

H3: Digital technologies positively moderate the relationship between customization and hospitality performance.

4. Digital Technologies, Interaction, and Hospitality Performance

Two-way communication, review management, and value co-creation with their audiences have become the main functions of social media interaction by hospitality businesses. Integrated with digital technologies, interaction can be used to offer customers quicker feedback, enhance online interaction, and turn feedback into an actionable change (Tiwari et al., 2024). This synergy boosts the quality of services, and customer relations and results in better performance.

H4: Digital technologies positively moderate the relationship between interaction and hospitality performance.

5. Digital Technologies, Transparency, and Hospitality Performance

Transparency can be defined as open communication, clarity of the service policy, and being honest in dealing with the guests- is an essential element in the establishment of trust in the hospitality industry. The digital technology enhances transparency through real-time updates of services, precise information online and visible online guest

feedback systems (Hartanto et al., 2022). This oneness builds the trust of the customers, boosts satisfaction, and increases the performance indicators including repeat bookings and reputation.

H5: Digital technologies positively moderate the relationship between transparency and hospitality performance.

6. Interaction and Hospitality Performance

Social media offers direct guest interaction with businesses, which leads to a possibility of fostering loyalty, receiving useful feedback, and customers co-creating services. Community building, a fast reaction to issues, and a more robust position in the market are among the many benefits of interaction to hospitality organizations (Almajali et al., 2025). Proper interaction leads directly to the positive experience of guests and final performance.

H6: Interaction has a positive influence on hospitality performance.

7. Transparency and Hospitality Performance

Openness creates credibility and makes the guests build trust in the hospitality brand. Transparent communication, presence of customer reviews and sincere online interactions builds customer confidence and loyalty (Shehab, 2026). Transparency is a competitive advantage in both new and existing markets in hospitality, like Jordan, where it enhances perceptions of the guests and boosts market performance (Ayasrah et al., 2025).

H7: Transparency has a positive influence on hospitality performance.

METHODOLOGY

1. Research Design: The research design used in the study is a quantitative study that is cross-sectional in nature and aims at exploring how integration of digital technology can mediate the relationship between social media and hospitality performance in Jordan. The social media dimensions in the conceptual model are Customization, Interaction and Transparency, the moderating variable is digital technologies and the dependent construct is hospitality performance. The design allows testing both the direct effects and the interaction effect in one analytical framework through variance based structural equation modeling.

2. Population and Sample: The target population is the hospitality organizations in Jordan, which are hotels, resorts, and restaurants, and tourist service providers that have an active online presence. Such companies have been chosen due to the use of social media and incorporation of technologic innovations. Purposive sampling was effective in selecting the target organizations as in the research the initial sampling frame consisted of 300 organizations and out of this sample set, those organizations which showed verifiable application of social media and digital technologies in their operations were chosen. One hundred and eighty-five valid responses were obtained among managers, marketing executives, and IT professionals, who have the responsibility of either digital strategy, customer engagement, or performance appraisal.

3. Data Collection Tools and Procedure: The data were collected through a structured questionnaire that was distributed through the use of electronic data collection via email and professional networks of hospitality. The instrument was made of three major parts:

- Social Media Dimensions (Customization, Interaction, Transparency): measured with items adapted from prior validated studies and operationalized through a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).
- Digital Technologies Integration: measured through constructs capturing adoption of booking platforms, AI-based tools, mobile apps, and customer service technologies.
- Hospitality Performance: assessed through indicators such as customer satisfaction, occupancy rates, revenue per available room, and brand reputation.

To ensure data robustness, secondary data sources such as TripAdvisor Insights, Booking.com statistics, and sectoral reports from the Jordan Hotel Association and Ministry of Tourism and Antiquities were also consulted for triangulation.

4. Data Analysis : Analysis of the collected data were performed via the Partial Least Squares Structural Equation Modeling (PLS-SEM) as it is suitable in testing complex models with moderating effects. Construct reliability and validity were measured in terms of Cronbach alpha, composite reliability, and average variance extracted (AVE). Standardized fit indices were used in evaluating the model fit, whereas hypothesis test was done by bootstrapping with 5,000 bootstraps to assess the importance of the paths. The research model (Figure 1) comprises the following : the predictors (Customization, Interaction, and Transparency) are depicted as predictors of Hospitality Performance, and the digital technologies are used as a mediating factor, which strengthens these correlations.

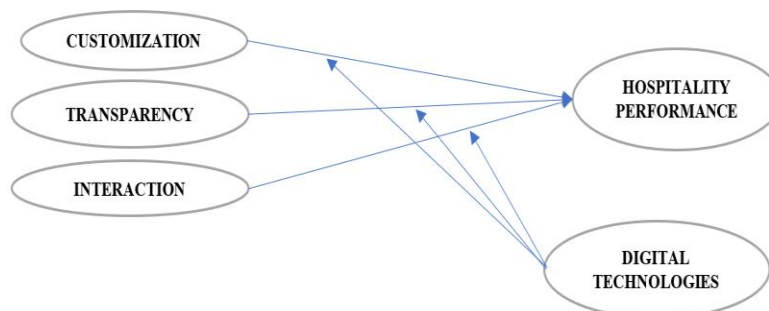


Figure 1. Research Model

DATA AND SAMPLE

The research population comprised hospitality organizations in Jordan, whether a hotel, a resort, restaurant, or other tourism services providers, the activity of which towards digital interaction and the adoption of technologies was active in the years 2015-2024. The questionnaires were standardized and sent to the marketing managers, IT specialists and strategic decision-makers of these companies. Besides that, the survey data were complemented and supported by industry statistics published by the Ministry of Tourism and Antiquities of Jordan and digital performance indicators obtained on the main websites, including TripAdvisor Insights, Booking.com analytics, and Facebook Business Suite. A total of 300 firms that are in the hospitality industry and whose evidence of a social media presence and integration with digital technology can be validated were used as the first frame. To be precise and authentic with the assessment, the organizations with no apparent digital footprint or sign of having adopted digital technologies were not included. This sampling gave a final sample of 185 valid responses that was representative of the various levels within the Jordanian hospitality industry.

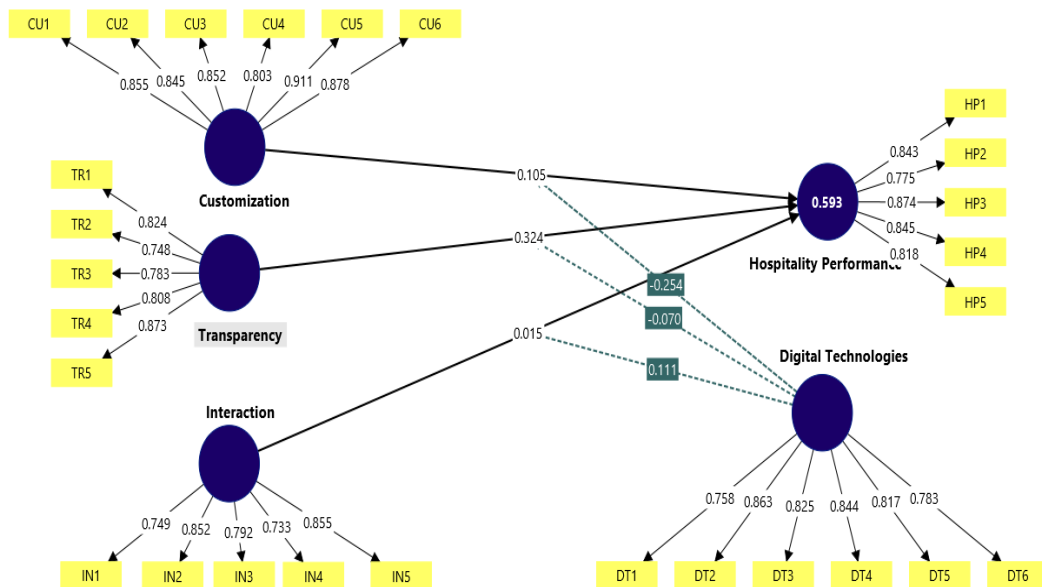


Figure 2. Structural Equation Model

The indicators collected and evaluated are a combination of both qualitative and quantitative components, and are associated with the dimensions of social media (Customization, Interaction, Transparency), the practices of integration of digital technologies, and key performance indicators of hospitality performance, including customer satisfaction, occupancy rates, service quality, and brand image. The multi-layered data set helps to examine the impact of the integration of digital technologies on the moderating effects of social media dimensions on hospitality performance in Jordan in a holistic manner. Figure 2 illustrates the structural equation model (SEM) and represents the structural correlation between the main constructs: Customization, Interaction, and Transparency as social media antecedents to Hospitality Performance and Digital Technologies as a moderating variable that enhances the effect of the previous two.

Table 1. Measurement items and reliability

Constructs	Items	Factor loadings	Cronbach's Alpha	C.R.	(AVE)	Constructs	Items	Factor loadings	Cronbach's Alpha	C.R.	(AVE)			
Customization	CU1	0.855	0.93	0.944	0.736	Hospitality Performance	HP1	0.843	0.888	0.918	0.692			
	CU2	0.845					HP2	0.775						
	CU3	0.852					HP3	0.874						
	CU4	0.803					HP4	0.845						
	CU5	0.911					HP5	0.818						
	CU6	0.878					IN1	0.749						
Digital Technologies	DT1	0.758	0.899	0.923	0.665	Interaction	IN2	0.852	0.856	0.897	0.636			
	DT2	0.863					IN3	0.792						
	DT3	0.825					IN4	0.733						
	DT4	0.844					IN5	0.855						
	DT5	0.817					TR1	0.824				0.867	0.904	0.653
	DT6	0.783					TR2	0.748						
		TR3	0.783											
		TR4	0.808											
		TR5	0.873											

Table 1 confirms that the measurement model shows robust psychometric properties, and indicators reliability, internal consistency, and convergent validity have strong support in all the constructs. The factors loading of Customization, Digital

Technologies, Hospitality Performance, Interaction, and Transparency are 0.733-0.911, and that is higher than required factor loading of 0.70 proposed by. This implies that all the observed indicators are meaningful to their respective constructs and give assurance on whether the latent variables are measured. In particular, the construct of Customization was loaded with 0.803 to 0.911, which affirms that the elements of personalized service are very closely related to the measurement dimension. Equally, Hospitality Performance items had a loading of 0.775 to 0.874 which shows that key performance indicators including service quality, satisfaction, and brand reputation were well captured.

Digital Technologies had loadings that ranged between 0.758 and 0.863 as they showed the same loadings of the integration of digital systems and Interaction and Transparency constructs also had satisfactory values within the recommended range. Cronbachs Alpha scores were also between 0.856 and 0.930, and Composite Reliability (CR) scores were between 0.897 and 0.944, in terms of internal consistency. These two measures were greatly above the minimum cutoff of 0.70, which shows great reliability and stability of the measurement model. These findings reveal that the items of the different constructs are always measuring the same underlying concept, and the constructs do not have random error.

The reliability of the construct is particularly high on Customization (0.93; CR = 0.944), which validates the power of the construct in the description of the variation among its indicators. In the same way, the reliability of Transparency and Interaction was also high with 0.867 and 0.856 as the α values confirming their status as separate constructs in the social media-hospitality performance paradigm. The convergent validity is also supported by the Average Variance Extracted (AVE) that had a range of 0.636-0.736 among constructs. These values are much higher than the accepted cutoff of 0.50 and this means that the constructs explain more than half of the variance in their observed indicators.

The strongest explanatory power was registered by Customization at 0.736 whereas Interaction registered at 0.636 which is still above what is recommended. Taken together, these outcomes indicate that the measurement items of the latent variables have a good representation of the latent variables and that the constructs converge with theoretical assumptions significantly. When combined, the results appear to have good empirical evidence on the sufficiency of the measurement model. The findings affirm the constructs of Customization, Digital Technologies, Hospitality Performance, Interaction, and Transparency satisfy all the criterion of reliability of indicators, internal consistency, and convergent validity. This offers a good baseline on further testing the structural model with PLS-SEM so that the next analysis of the hypothesized relationships will be on statistically and theoretically reliable measures.

Structural Validity Analysis (Path Coefficients)

The results of the structural analysis based on the PLS-SEM involving the relationship between the social media dimensions, digital technology integration, and hospitality performance in Jordan are given in Table 2. The findings indicate that digital technologies are the most influential factor on hospitality performance (0.674), which means that the adoption of digital systems and platforms is the defining factor determining the organizational performance. This shows that companies, which use digital booking systems, analytics tools, and automated service technologies, make vast changes to their hospitality performances. Customization further has a positive impact on hospitality performance (0.335), which is consistent with the aspect that the personalization of services and offerings to guests contribute to higher satisfaction and loyalty.

Table 2. Structural analysis with the PLS-SEM the relationship between social media dimensions, digital technology integration, and hospitality performance in Jordan

	Customization	Digital Technologies	Hospitality Performance	Interaction	Transparency
Customization					
Digital Technologies	0.345				
Hospitality Performance	0.335	0.674			
Interaction	0.387	0.737	0.564		
Transparency	0.389	0.541	0.7	0.503	

It has meaningful relationships with digital technologies (= 0.737) as well as with hospitality performance (= 0.564). This implies that organizations that effectively integrate social media participation with technology integration have the potential to build stronger customer relationships with better service outcomes. Equally, Transparency also has a positive relationship with hospitality performance (= 0.700), which shows that open communication, visible reviews, and accurate information have a great influence on the trust of the guests and the brand image. Also with considerable links is transparency with digital technologies (0.541) and interaction (0.503), as technology adoption and interactive practices enable firms to be more transparent and honest when dealing with customers. Lastly, the linkage between the Customization and Interaction (= 0.387) and between Customization and Transparency (= 0.389) proves that individualized treatment leads to increased engagement and transparency, which supports the role of co-created experiences in the hospitality environment. All these findings confirm the idea that digital technologies are a key catalyst, enhancing the influence of the social media aspects on performance.

Table 3. Fornell-Larcker

	Customization	Digital Technologies	Hospitality Performance	Interaction	Transparency
Customization	0.858				
Digital Technologies	0.319	0.816			
Hospitality Performance	0.326	0.611	0.832		
Interaction	0.344	0.648	0.494	0.798	
Transparency	0.37	0.479	0.621	0.431	0.808

Discriminant Validity Analysis (Fornell–Larcker Criterion)

The results of Table 3 give the discriminant validity according to the FornellLarcker criterion. Under this approach, the square root of each construct AVE should be larger than the correlations of that construct with all the other constructs in the model. The results indicate that all the constructs fulfill this requirement which proves sufficient discriminant validity. In particular, the square root of the AVE of Customization is the largest among the correlations of this variable with Digital Technologies (0.319), Hospitality Performance (0.326), Interaction (0.344), and Transparency (0.370). In the case of Digital Technologies, the square root of AVE is 0.816, which is bigger than the square root of AVE of Hospitality Performance (0.611), Interaction (0.648), and Transparency (0.479). Equally, AVE square root under Hospitality Performance is 0.832, higher than its relationships with Digital Technologies (0.611), Interaction (0.494) and Transparency (0.621).

Interaction, which has a square root of AVE of 0.798, is also different, having greater value than its relationships with Digital Technologies (0.648), Hospitality Performance (0.494), and Transparency (0.431). Lastly, Transparency has a square root of AVE of 0.808, which is larger than its correlations with all other constructs including its highest association with Hospitality Performance (0.621). These findings demonstrate that there is empirical differentiation between each construct and no unnecessary overlap between them. The Fornell- Larcker analysis thus presents good indication of the presence of discriminant validity and validates the conclusion that the measurement model works well to distinguish the differences in customization, interaction, transparency, digital technologies, and hospitality performance. This guarantees that the model is conceptually sound as well as statistically, providing the basis of structural interpretation and hypothesis testing.

Table 4 that R² of Hospitality Performance is 0.593 and the adjusted R² is 0.584. It means that predictor variables in the model, such as customization, interaction, transparency, and the integration of digital technologies explain 59.3% of the variance of Hospitality Performance. This degree of explanatory power is deemed to be material in a social scientific study, and indicates that the selected constructs explain over half the variance of the hospitality outcomes. The adjusted R² that corrects the number of predictors in the model stands at 58.4 that is only slightly lower which means that the model is robust and stable even across samples advise that R² values of 0.25, 0.50, and 0.75 can be said to represent weak, moderate, and substantial explanatory power respectively and the current result falls between moderate and substantial. This implies that social media aspects and integration of digital technology is rather strong in determining the hospitality performance in Jordan, yet it also implies that other external factors might affect the performance results, including competition in the market, service quality expectations, and customer demographics. On the whole, the R² analysis indicates that the predictive validity of the model is highly supported and the combination of digital technologies and social media practices can contribute to the improvement of hospitality performance in the industry significantly.

Table 4. R² Adjusted

Variable	R-square	R-square adjusted
Hospitality Performance	0.593	0.584

Table 5, the key influence on the performance of the hospitality industry has digital technologies (= 0.288, $p < 0.001$), transparency (= 0.324, $p < 0.001$), and customization (= 0.105, $p = 0.032$), which are the main variables that shape the results. In the results of moderation, digital technologies reinforce the role of interaction (= 0.111, $p = 0.001$) and surprisingly undermine customization (= -0.254, $p = 0.001$), whereas the moderation of transparency is not significant (= -0.070, $p = 0.266$). No effect is also observed in direct interaction (= 0.015, $p = 0.724$). All in all, the results prove that digital technologies and transparency are the primary performance drivers, whereas customization and interaction are conditioned by the situational factors and their interaction with technology.

Table 5. Hypothesis testing estimates

	Original sample	Standard deviation	T statistics	P values	Result
Customization -> hospitality performance	0.105	0.049	2.146	0.032	Supported
digital technologies -> hospitality performance	0.288	0.055	5.246	0	Supported
digital technologies x Customization -> hospitality performance	-0.254	0.061	4.136	0	Supported
digital technologies x interaction -> hospitality performance	0.111	0.032	3.46	0.001	Supported
digital technologies x Transparency -> hospitality performance	-0.07	0.063	1.113	0.266	Unsupported
interaction -> hospitality performance	0.015	0.043	0.353	0.724	Unsupported
Transparency -> hospitality performance	0.324	0.059	5.537	0	Supported

PATH RESULT

The findings of the structural model show that a number of notable paths among the constructs are supported, and this validates most of the hypotheses. The impact of digital technologies on hospitality performance is also high, the standardized path coefficient of which is 0.288 with a significant $p = 0.000$, and $t = 5.246$. This proves that the combination of digital platforms, booking, and smart service technologies positively and significantly influence the hospitality performance. In the same way, transparency > hospitality performance has the greatest direct impact (0.324, $t = 5.537$, $p = 0.000$) indicating that openness, proper information, and clarity are a strong commitment to guest trust and the performance of organizations. The immediate relationship between customization and hospitality performance is also substantial (= 0.105, $t = 2.146$, $p = 0.032$) and it shows that customized services play a positive but not a significant role in performance. As to the moderating effects, the relationship between digital technologies and interaction to

hospitality performance is considerable ($\beta = 0.111$, $t = 3.460$, $p = 0.001$), which means that digital tools multiply the advantages of social media communication by transforming the interactions into performance improvements. Nevertheless, the relationship between digital technologies \times customization and hospitality performance is negative and strong ($= -0.254$, $t = 4.136$, $p = 0.000$), which means that overdependence on digital systems can diminish the value added to personalized services, perhaps, due to the loss of the human touch of customization.

The modifying effect of digital technologies \times transparency is not important ($\beta = -0.070$, $t = 1.113$, $p = 0.266$) meaning that transparency has its effects without the effect of technological integration. Lastly, two combinations were not supported: interaction to hospitality performance (0.015 , $t = 0.353$, $p = 0.724$) and digital technologies to transparency to hospitality performance as mentioned above which means the engagement performance does not directly enhance performance without the use of digital or organizational aid. Overall, the results confirm the model by revealing that digital technologies and transparency are the most potent direct predictors of hospitality performance, and interaction can only work when supported by the integration of technologies. The customization is also a factor, but it can be interactively balanced with technology. These findings demonstrate the importance of technology-based transparency and engagement as the key to the improvement of hospitality results in Jordan.

FINDINGS AND DISCUSSION

This study will focus on the role of such dimensions of social media and the incorporation of digital technologies towards influencing the performance of hospitals in Jordan. The results obtained using the PLS-SEM model are highly empirical to most of the hypothesized relations. The findings demonstrate that digital technologies have a positive and meaningful impact on hospitality performance ($= 0.288$, $p = 0.000$) that proves their significance as a source of enhanced efficiency, responsiveness, and service delivery. On the same note, transparency exerts the greatest direct impact ($= 0.324$, $p = 0.000$), which shows the significance of openness, clarity of information and honest communication to create trust and enhance guest satisfaction. Moreover, customization shows weak but meaningful contribution (0.105 , $p = 0.032$) such that personalized offerings are contributing to the performance improvement but its value might be less as compared to other drivers. The effects of interaction are also highlighted by the findings.

The interaction path of digital technologies \times is also important ($= 0.111$, $p = 0.001$), so that in association with technological systems, guest engagement is a more influential factor contributing to performance results. Conversely, the interaction between digital technologies and customization is negative ($= -0.254$, $p = 0.000$), which means that the financial returns of personalization might be decreasing in highly automated settings, where the technology already supports the element of customization. Meanwhile, the digital technologies \times transparency route is not favored ($\beta = -0.070$, $p = 0.266$) which illustrates that transparency is more of a direct factor than an enhanced factor through technology. Interestingly, interaction does not significantly affect (0.015 , 0.724) whether the engagement leads to performance gains, which supports the notion that engagement without technological assistance might not lead to performance gains. These findings reveal that digital technologies and transparency are the most powerful and most effective drivers of hospitality performance and customization and interaction are more conditionally influential under different conditions of technology implementation.

Theoretical Implications

The research is also a contribution to the research literature on the crossroads of social media and hospitality performance as we have empirically investigated the digital technology integration as a moderating factor. Ideally, the paper contributes to the understanding about the interaction between various social media dimensions of customization, interaction, and transparency and internal technological capabilities and how they influence the organizational outcomes. The results validate the idea that both transparency and customization are important direct predictors of hospitality performance, whereas interaction is only strengthened through digital systems.

This strengthens the case that technology is no more than a facilitating instrument, but strategic resource that predetermines the success of external engagement practices. The findings also give essential empirical data in support of Dynamic Capability Theory which underlines the significance of internal technological capabilities to increase value of digital innovation. The emphasis on direct and moderated impacts makes the model a step forward in comparison to straightforward linear portrayals of the impact of social media and proves that performance in hospitality is determined by the manner in which firms implement digital technologies in their strategic handling.

It implies that the configurations where hospitality organizations in emerging economies embrace technology with the aim of maximizing transparency, control interaction, and maximize personalization should be explored in greater depth in the future. In addition, the identified negative moderation of personalization by digital technologies by customization facilitates further theoretical speculation of the trade-offs between automation and personalization in the service setting, especially in high-contact market segments like hospitality.

Limitations of the Study: This amount of restrictions is in place, even though the current study has some valuable findings. The data taken was cross-sectional in the Jordanian hospitality organizations and thus it may not be possible to generalize the findings to other regions or sectors. The second limitation is that the emphasis is put on the aspect of social media and digital technology integration as the main determinants of hospitality performance, whereas other important aspects including service quality, customer experience, cultural influences, infrastructure development, and policy support are omitted. Also, the use of self-reported survey data can create bias in response because the respondent might exaggerate

the effect of the technology or fail to report the difficulties in implementation. The longitudinal data could be considered in future studies to determine causality over the period of time and extend the model to include the broader constructs like customer satisfaction indices, governance mechanisms and environmental sustainability practices. A comparative analysis of various countries or service sectors within the region would be also more informative regarding the cross-market dynamics as well as enhance the external validity of the results as well.

CONCLUSIONS

This study discusses the impact of the social media dimensions on hospitality performance in Jordan with specific reference to the moderating nature of digital technology integration. The findings of the PLS-SEM model have significant empirical evidence on most of the hypothesized associations. In particular, the direct impact of digital technologies on hospitality performance is positive and significant ($= 0.288, p = 0.000$), which proves that the use of booking platforms, automation of services, and digital analytics is a critical determinant of organizational performance. Similarly, transparency exhibits the greatest direct impact ($= 0.324, p = 0.000$), which means that openness, honesty, and correct communication create trust in the guest and enhance the brand image. There is also a positive but less significant effect of personalization ($= 0.105, p = 0.032$), which implies that customization still has an effect on performance but the effect size is smaller than that of technological and transparency-related factors.

The interaction effects are also pointed out in the findings. The interaction path \times digital technologies ($= 0.111, = 0.001$) is also important; that is, using social media to engage with customers becomes more effective when mechanisms that capture, react to, and use customer feedback are in place. On the other hand, the digital technologies \times customization direction has a negative correlation ($= -0.254, = 0.000$) so that in highly digitalized workspace, the marginal utility of personalization might drop with automation substituting the human sense of touch. The transparency path \times digital technologies ($\beta = -0.070, p = 0.266$) does not play a significant role, thus indicating that transparency works more as a direct predictor of performance and not mediated by technology. Collectively, all these findings empirically support the suggestion that digital technologies are not merely facilitating but critical enablers of the process of ensuring that social media activity can be turned into quantifiable hospitality performance outcomes.

The concept of transparency and customization is still at its core though it has different impacts depending on the extent of technology use. On its own, interaction itself does not have much direct impact, but when used together with digital tools, it can be a serious catalyst of performance improvement. This implies that those organizations that succeed in monitoring technology integration and clear practices with guest engagement are in better positions to promote service quality, build trust and gain competitive advantage. To sum up, the paper presents digital technologies as a catalyst that can convert social media input into physical performance outcomes of the hospitality industry in Jordan.

Companies that are open to digital innovation and at the same time focus on personalization and transparency have a higher chance of attaining sustainable growth. These results suggest that policymakers and hospitality managers should lay emphasis on digital infrastructure and technological training investments, as well as open communication systems as a way of creating a contemporary, customer-focused hospitality ecosystem. Further studies can further develop this framework by incorporating external variables like quality of the services, cultural context, and policy background to provide a wider picture on the issue of how digital transformation is defining performance in new hospitality markets.

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