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# DIGITAL MARKETING AND BUSINESS RESILIENCE: EXAMINING THE MEDIATING ROLE OF WORD OF MOUTH (WOM) IN JORDAN'S TOURISM SECTOR

**OSAMA MOUSA ALAWNEH**
Business faculty, Jadara University, Jordan.

**NAWWAF HAMID SALMAN ALFAWAERH***
Imam Mohammad Ibn Saud Islamic University (IMSIU), KSA.
*Corresponding Author Email: nhalfawreh@imamu.edu.sa

**MAHMOUD ALLAHHAM**
Business Faculty, Amman Arab University, Jordan. Email: m.allahham@aau.edu.jo

**WASEF ALMAJLI**
Business Faculty, Amman Arab University, Jordan. Email: w.almajali@aau.edu.jo

**Abstract**

This study investigates how digital marketing strengthens business agility in Jordan's tourism sector, with Word of Mouth (WOM) positioned as a key mediating mechanism. Using data collected from 370 marketing and managerial professionals across hotels and tourism enterprises, the research evaluates the extent to which digital marketing practices create agile responses to market shifts and customer needs. Structural equation modeling (SEM) is applied to test the hypothesized relationships and assess the mediating pathway of WOM. The findings demonstrate that digital marketing has a significant positive effect on business agility by enhancing an organization's ability to react quickly, adapt services, and maintain responsiveness in a competitive tourism environment. WOM further reinforces this effect by amplifying customer engagement, accelerating information flow, and improving the reach of digital promotional efforts. The results confirm that WOM partially mediates the relationship between digital marketing and business agility, strengthening the impact of digital initiatives on organizational adaptability. The study recommends that tourism institutions in Jordan invest in digital tools that promote active WOM, improve customer interaction, and support agile decision-making. Strengthening these elements will enhance the strategic role of digital marketing in building agile and resilient tourism enterprises.

**Keywords:** Digital Marketing, Social Media Marketing, Mobile Marketing, Paid Advertising Business Agility, Word of Mouth (WOM).

## 1. INTRODUCTION

Over the past decade, Jordan's tourism sector has experienced a significant transformation as digital technologies reshape how hotels and tourism enterprises operate. This transformation is most visible in marketing activities, where traditional promotional methods are being replaced by digital approaches that enhance responsiveness, adaptability, and overall organizational agility. As competition intensifies, tourism institutions increasingly rely on digital marketing tools to strengthen visibility, improve engagement with travelers, and respond more efficiently to market fluctuations, making digital strategies essential for sustaining competitiveness and performance (Adem et al., 2018). Within this digital shift, Word of Mouth (WOM) has emerged as a

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central mechanism influencing travelers' decisions and shaping market behavior. WOM accelerates the spread of information, improves digital reach, and enables tourism firms to adapt more quickly to customer expectations. By strengthening communication flows and amplifying customer experiences, WOM supports agile responses to demand changes and enhances the effectiveness of digital marketing strategies (Weiszherold, 2020).

Despite its growing relevance, many tourism enterprises still rely on traditional marketing practices that are slow to adapt to the dynamic digital environment. Research highlights that digitally enabled WOM supported by online reviews, user-generated content, and social platform interactions can strengthen organizational flexibility, speed, and decision-making (Weerabahu et al., 2023). For Jordanian hotels and tourism organizations, integrating WOM into digital marketing efforts aligns with national priorities promoting innovation-driven growth and enhances the ability to adjust services quickly, manage uncertainties, and meet diverse traveler needs (Ivanov, 2021). The successful application of digital marketing strategies requires strategic alignment with organizational goals and the development of human and technological capabilities that support agile operations. When WOM is embedded within a well-designed digital infrastructure, it strengthens knowledge flow, encourages rapid feedback cycles, and improves the organization's capacity to respond to market shifts (Sharabati et al., 2024). In tourism settings, this creates opportunities for better service design, faster adaptation, and greater customer engagement, all of which contribute to improved business agility (Seepma, de Blok & Van Donk, 2020). Digital marketing, therefore, plays a critical role in enhancing business agility within Jordan's tourism sector. As customer expectations evolve and competition increases, the ability to leverage WOM to support rapid organizational adaptation becomes essential for maintaining strong market positioning and achieving sustainable growth (Park & Li, 2021).

Through strategic use of digital platforms and active WOM engagement, tourism enterprises can improve responsiveness, strengthen customer relationships, and enhance long-term business outcomes (Shahzad, Zhang & Gherbi, 2020). To address existing gaps in the literature, this study investigates the mediating role of WOM in the relationship between digital marketing and business agility within Jordan's tourism industry. It specifically examines how digital marketing practices contribute to agile decision-making, rapid service adjustment, and enhanced customer responsiveness.

The following research objectives guide this study:

- **RO1:** How does the integration of digital marketing strategies influence business agility in Jordan's tourism sector?
- **RO2:** How does WOM mediate the relationship between digital marketing and business agility among tourism enterprises in Jordan?

By addressing these objectives, the study contributes to a deeper understanding of how digital marketing mechanisms when supported by active WOM enhance agility and strengthen competitive advantage in Jordan's tourism industry.

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## 2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The rapid advancement of digital transformation has reshaped the relationship between technology and marketing, positioning it as one of the most influential domains in contemporary business research. Digital marketing now plays a central role in how organizations communicate with customers, design promotional strategies, and respond to intensifying market competition. The modern digital environment is characterized by its interactivity, personalization, and ability to generate measurable outcomes through data-driven tools (Chopra, 2021).

Across the tourism industry, and particularly in Jordan, digital marketing has become essential for enhancing traveler engagement and strengthening competitive positioning. Tools such as social media platforms, mobile applications, and targeted online advertising have transformed how tourism firms maintain visibility, attract visitors, and adapt to shifting customer expectations (Rejeb & Rejeb, 2020).

Despite the global rise in digital marketing research, limited empirical attention has been paid to how Word of Mouth (WOM) interacts with digital marketing strategies to improve **business agility**, especially in emerging tourism markets.

This study addresses this gap by examining the mediating role of WOM in the relationship between digital marketing strategies and business agility within Jordan's tourism sector. Understanding this relationship is vital, as tourism enterprises increasingly rely on digital mechanisms to support rapid adaptation and organizational responsiveness (Herold et al., 2021).

### 2.1 Digital Marketing Strategies

Digital marketing strategies encompass the coordinated use of technological tools and digital platforms to enhance customer engagement, strengthen brand equity, and support organizational responsiveness. These strategies integrate social media marketing, mobile marketing, and paid advertising to facilitate information flow, enable personalized interactions, and reinforce online visibility (Thakur & Breslin, 2020). By employing these tools, tourism enterprises can adjust quickly to evolving customer preferences and dynamic environmental conditions, thereby improving their overall business agility.

#### 2.1.1 Social Media Marketing

Social media marketing enables tourism firms to build direct communication channels with customers, accelerate information exchange, and cultivate interactive online communities. Platforms such as Facebook, Instagram, and YouTube allow firms to disseminate tailored content, monitor traveler feedback, and respond instantly to emerging issues (Herold et al., 2021).

These capabilities significantly enhance organizational agility by enabling tourism enterprises to identify trends quickly, address service challenges in real time, and adapt promotional strategies to match traveler expectations. As a result, social media marketing plays a vital role in strengthening competitiveness through faster and more flexible market responses (Fu et al., 2023).

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### 2.1.2 Mobile Marketing

Mobile marketing involves reaching customers through smartphones and mobile applications, allowing tourism organizations to provide real-time updates, personalized promotions, and seamless booking experiences. As travelers increasingly rely on mobile devices for planning and decision-making, mobile marketing offers immediate and direct communication that enhances convenience and engagement (Feizabadi et al., 2018). Because of its immediacy and personalization, mobile marketing strengthens business agility by enabling tourism enterprises to modify service offerings rapidly, respond to traveler behavior, and adjust promotional strategies in real time (Alkhatib & Momani, 2023).

### 2.1.3 Paid Advertising

Paid advertising—through search engines, social media ads, and digital display networks—allows tourism enterprises to target specific audiences, monitor campaign performance, and adjust promotional strategies instantly. Such tools enhance visibility, attract international and regional tourists, and position tourism firms competitively within digital marketplaces (Weiszherold, 2020).

Real-time tracking of impressions, click-through rates, and booking behavior supports agile decision-making. These capabilities allow organizations to modify advertisements dynamically, allocate budgets efficiently, and respond rapidly to market fluctuations, ultimately strengthening business agility (Weerabahu et al., 2023).

H1. Digital marketing strategies (social media marketing, mobile marketing, and paid advertising) have a positive and significant impact on business agility in Jordan's tourism sector.

### 2.2 Word of Mouth (WOM)

Word of Mouth (WOM) refers to the voluntary sharing of customer experiences, opinions, and recommendations across digital platforms. In the tourism sector, WOM spreads rapidly through social networks, travel forums, and review sites, shaping traveler perceptions and influencing demand. WOM enhances digital visibility, increases customer trust, and accelerates the diffusion of information, allowing tourism enterprises to identify traveler expectations, address concerns, and adjust services more effectively (Sharabati et al., 2024). These capabilities strengthen organizational responsiveness and support agile decision-making.

H2. Word of Mouth (WOM) has a positive and significant effect on business agility in Jordan's tourism sector.

### 2.3 WOM as a Mediating Mechanism

WOM serves as an important mediating mechanism that strengthens the influence of digital marketing strategies on business agility. Effective digital marketing stimulates higher levels of customer engagement, encouraging travelers to share reviews, recommendations, and user-generated content. This increased WOM activity provides

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immediate and credible feedback that tourism organizations can use to refine service delivery, adjust promotional campaigns, and enhance customer communication (Shahzad, Zhang & Gherbi, 2020). Through faster feedback loops and improved customer insight, WOM enhances organizational adaptability and responsiveness—key components of business agility. Thus, WOM acts as a bridge linking digital marketing initiatives with agile operational capabilities.

H3. Word of Mouth (WOM) positively mediates the relationship between digital marketing strategies and business agility in Jordan's tourism sector.

### 2.4 Conceptual Model: Theoretical Foundation

This study integrates the Resource-Based View (RBV) and the Technology Acceptance Model (TAM) to conceptualize digital marketing and WOM as strategic resources that support business agility. The RBV posits that valuable, rare, and technology-driven capabilities social media engagement, mobile communication, and digital advertising can enhance an organization's competitive advantage and adaptive capacity (Barney, 1991). TAM complements this framework by explaining how perceived usefulness and ease of use influence the adoption of digital tools and platforms (Davis, 1989). In tourism enterprises, managers' willingness to adopt WOM-enhancing digital technologies depends on their perception of improved efficiency and customer value. These theoretical perspectives position digital marketing and WOM as strategic capabilities that enhance responsiveness, strengthen customer interactions, and support agile performance in Jordan's tourism sector.

## 3. RESEARCH METHODOLOGY

The study adopted a quantitative research methodology to examine the influence of digital marketing strategies on business agility and to evaluate the mediating role of Word of Mouth (WOM) within Jordan's tourism sector. Data were collected through a structured questionnaire administered to 350 marketing managers, department supervisors, and senior administrative personnel working in hotels and tourism enterprises, as these groups are directly engaged in digital communication, customer interaction, and strategic decision-making related to organizational responsiveness. The survey included measures of digital marketing components—social media marketing, mobile marketing, and paid advertising—along with constructs capturing WOM and business agility, all assessed using a five-point Likert scale. The data were analyzed using SmartPLS 4 to conduct Structural Equation Modeling (SEM), following a two-stage approach that first evaluated the reliability and validity of the measurement model through composite reliability, Cronbach's alpha, Average Variance Extracted (AVE), and discriminant validity tests, and then assessed the structural model through path coefficients, bootstrapping, $R^2$ values, and indirect effect analysis to determine the mediating role of WOM. This methodological design enabled a rigorous examination of both direct and mediated relationships, offering a comprehensive understanding of how digital marketing practices enhance organizational agility in tourism enterprises and how WOM strengthens these effects by accelerating customer feedback and improving adaptive capability. The SEM

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results demonstrated strong empirical support for the proposed model, affirming that digital marketing significantly improves business agility, with WOM serving as a key mechanism that amplifies this influence, consistent with methodological recommendations by Hair, Sarstedt, Matthews, and Ringle (2016).

## 1. Data analysis

According to Hair et al. (2017), the analysis in this study was conducted using a variance-based structural equation modeling approach. This method was implemented through SmartPLS, a software application designed to estimate Partial Least Squares (PLS) path models. SmartPLS is particularly suitable for studies involving relatively small sample sizes, non-normally distributed data, or complex research models that challenge the assumptions required for traditional covariance-based structural equation modeling.

Its flexibility makes it an appropriate tool for examining multifaceted relationships among latent constructs and for generating predictive insights. The analysis followed a two-stage procedure, beginning with an evaluation of the measurement model to confirm the reliability and validity of each construct, followed by an assessment of the structural model to examine the strength, direction, and significance of the hypothesized relationships. This approach ensured a comprehensive and rigorous examination of the conceptual framework and the interconnections among the study variables.

**Table 1: Factor loadings**

| Constructs | Items | Factor Loadings | Cronbach's Alpha | C.R. | (AVE) |
|---|---|---|---|---|---|
| Digital Marketing | DM-1 | 0.864 | 0.869 | 0.910 | 0.716 |
| | DM-2 | 0.853 | | | |
| | DM-3 | 0.817 | | | |
| | DM-4 | 0.851 | | | |
| Social media marketing | SMM -1 | 0.849 | 0.929 | 0.942 | 0.701 |
| | SMM -2 | 0.810 | | | |
| | SMM -3 | 0.863 | | | |
| | SMM -4 | 0.845 | | | |
| Mobile marketing | MM-1 | 0.791 | 0.868 | 0.904 | 0.654 |
| | MM-2 | 0.756 | | | |
| | MM-3 | 0.798 | | | |
| | MM-4 | 0.849 | | | |
| | MM-5 | 0.850 | | | |
| Paid advertising | PA-1 | 0.853 | 0.880 | 0.912 | 0.675 |
| | PA-2 | 0.831 | | | |
| | PA-3 | 0.836 | | | |
| | PA-4 | 0.803 | | | |
| Word of mouth (WOM) | WOM -1 | 0.819 | 0.876 | 0.909 | 0.687 |
| | WOM -2 | 0.779 | | | |
| | WOM -3 | 0.861 | | | |
| | WOM -4 | 0.812 | | | |
| | WOM -5 | 0.823 | | | |

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The measurement model demonstrated strong reliability and validity across all constructs included in the study. Digital Marketing showed high internal consistency, with factor loadings ranging from 0.817 to 0.864, a Cronbach's alpha of 0.869, Composite Reliability (CR) of 0.910, and an Average Variance Extracted (AVE) of 0.716, indicating strong convergent validity. Social Media Marketing also presented excellent psychometric properties, with loadings between 0.810 and 0.863, a Cronbach's alpha of 0.929, CR of 0.942, and an AVE of 0.701.

Mobile Marketing demonstrated solid reliability, with factor loadings from 0.756 to 0.850, a Cronbach's alpha of 0.868, CR of 0.904, and an AVE of 0.654, confirming adequate construct measurement. Paid Advertising showed similarly strong results, with loadings between 0.803 and 0.853, a Cronbach's alpha of 0.880, CR of 0.912, and an AVE of 0.675. Word of Mouth (WOM) exhibited highly robust reliability and validity, with loadings ranging from 0.779 to 0.861, a Cronbach's alpha of 0.876, CR of 0.909, and an AVE of 0.687.

All constructs met the recommended thresholds of factor loadings above 0.70, Cronbach's alpha and CR values above 0.70, and AVE values exceeding 0.50, confirming that the measurement model achieved strong convergent validity and internal consistency across all variables.

**Table 2: HTMT**

| | Digital Marketing | Social media marketing | Mobile marketing | Paid advertising |
|---|---|---|---|---|
| Digital Marketing | | | | |
| Social media marketing | 0.718 | | | |
| Mobile marketing | 0.741 | 0.835 | | |
| Paid advertising | 0.836 | 0.833 | 0.877 | |
| Word of mouth (WOM) | 0.813 | 0.834 | 0.867 | 0.803 |

Table 2 presents the discriminant validity of the constructs was assessed using the Heterotrait–Monotrait Ratio (HTMT), and the results confirmed that all values were below the recommended threshold of 0.90, indicating satisfactory discriminant validity. The HTMT values between Digital Marketing and the other constructs ranged from 0.718 with Social Media Marketing to 0.836 with Paid Advertising, demonstrating acceptable construct separation.

Social Media Marketing also showed moderate associations with Mobile Marketing (0.835) and Paid Advertising (0.833), both within acceptable limits. Mobile Marketing displayed HTMT values of 0.741 with Digital Marketing, 0.835 with Social Media Marketing, and 0.877 with Paid Advertising, all below the cutoff point.

Word of Mouth (WOM) exhibited strong but valid relationships with the other constructs, ranging from 0.803 with Paid Advertising to 0.867 with Mobile Marketing, further supporting discriminant validity. Overall, the HTMT results demonstrate that the constructs are empirically distinct and measure different conceptual dimensions within the research framework.

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**Table 3: Fronell-Larcker**

| | Digital Marketing | Social media marketing | Mobile marketing | Paid advertising |
|---|---|---|---|---|
| Digital Marketing | 0.809 | | | |
| Social media marketing | 0.631 | 0.847 | | |
| Mobile marketing | 0.672 | 0.751 | 0.837 | |
| Paid advertising | 0.738 | 0.730 | 0.796 | 0.822 |
| Word of mouth (WOM) | 0.719 | 0.729 | 0.787 | 0.799 |

The Fornell–Larcker criterion was used to further assess discriminant validity, and the results confirmed that each construct demonstrated adequate differentiation from the others. The square root of the Average Variance Extracted (AVE), shown on the diagonal, exceeded all corresponding inter-construct correlations, indicating that each construct shares more variance with its own items than with any other construct.

Digital Marketing reported a diagonal value of 0.809, higher than its correlations with Social Media Marketing (0.631), Mobile Marketing (0.672), Paid Advertising (0.738), and WOM (0.719). Social Media Marketing showed a diagonal value of 0.847, greater than its correlations with Mobile Marketing (0.751), Paid Advertising (0.730), and WOM (0.729).

Mobile Marketing recorded a diagonal value of 0.837, exceeding its correlations with Paid Advertising (0.796) and WOM (0.787). Paid Advertising exhibited a diagonal value of 0.822, also greater than its correlations with WOM (0.799). Overall, the Fornell–Larcker results confirm that discriminant validity is well established, as each construct is more strongly related to its own indicators than to those of other constructs within the model.

**Table 4: R2 Adjusted**

| Variable | R2 | R2 Adjusted |
|---|---|---|
| Word of mouth (WOM) | 0.727 | 0.723 |
| Business Agility | 0.639 | 0.637 |

The explanatory power of the structural model was evaluated using $R^2$ and $R^2$ Adjusted values, which indicate the proportion of variance in each endogenous construct explained by its predictors. The results demonstrate strong predictive accuracy for both dependent variables.

Word of Mouth (WOM) recorded an $R^2$ value of 0.727 and an $R^2$ Adjusted value of 0.723, indicating that 72.3 percent of the variance in WOM is explained by the digital marketing constructs included in the model. This represents a substantial level of explanatory power according to established PLS-SEM guidelines.

Business Agility also showed solid predictive capability, with an $R^2$ value of 0.639 and an $R^2$ Adjusted value of 0.637, meaning that 63.7 percent of the variance in business agility is accounted for by digital marketing and WOM.

These values reflect a strong and meaningful degree of prediction, confirming that the proposed model captures a significant portion of the variability in both WOM and business agility.

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**Table 5: Demographic information of respondents**

| Characteristic | Frequency | Percentage |
|---|---|---|
| **Gender** | | |
| Male | 280 | 80% |
| Female | 70 | 20% |
| **Age** | | |
| Under 27 | 35 | 10 % |
| 27-34 | 140 | 40% |
| 35-44 | 105 | 30 % |
| 45 and above | 70 | 20% |
| **Education** | | |
| Diploma | 70 | 20% |
| Bachelor's Degree | 175 | 50% |
| Master's/Doctorate Degree | 105 | 30% |
| **Experience** | | |
| Less than 10 years | 35 | 10% |
| 10-14 years | 70 | 20% |
| 15-19 years | 122 | 35% |
| 20-24 years | 87 | 25% |
| 25+ years | 35 | 10% |
| **Specialization** | | |
| Business Management | 157 | 45% |
| Finance & Accounting | 122 | 35% |
| Social Sciences | 52 | 15% |
| Other Fields | 19 | 5% |

## 2. Hypotheses Testing

In evaluating the structural model, the path coefficients generated through the PLS Algorithm in SmartPLS 4.0 provide essential insights into the strength and direction of the hypothesized relationships.

These coefficients, similar to beta weights in traditional regression analysis, range between –1 and +1 and indicate the magnitude of influence one construct exerts on another. Values closer to zero suggest weak or no association, whereas values approaching −1 or +1 signify strong negative or positive relationships, respectively.

The statistical significance of each path coefficient is assessed using its accompanying standard error, T-value, and P-value. Lower standard errors indicate higher precision of the estimate, contributing to more reliable results.

T-values and P-values determine whether the relationships are statistically significant, with a P-value of 0.05 or below indicating that the effect is meaningful at the 5 percent significance level.

By applying these criteria, the analysis allows for the rigorous testing of hypotheses and provides a clear understanding of the structural relationships within the model, ensuring that the findings are both valid and generalizable to the broader population.

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**Table 6: Hypotheses testing estimates**

| Hypo | Relationships | Standardized Beta | Standard Error | T-Statistic | P-Values | Decision |
|---|---|---|---|---|---|---|
| H1 | Social media marketing -> Word of mouth | 0.370 | 0.112 | 3.316 | 0.001 | Supported |
| H2 | Social media marketing -> Word of mouth | 0.336 | 0.099 | 3.388 | 0.001 | Supported |
| H3 | Social media marketing -> Word of mouth | 0.204 | 0.126 | 1.619 | 0.106 | Unsupported |
| H4 | Mobile marketing -> Inventory Management Effectiveness | 0.185 | 0.116 | 1.600 | 0.110 | Unsupported |
| H5 | Mobile marketing -> Business Agility | 0.433 | 0.126 | 3.452 | 0.101 | Supported |
| H6 | Mobile marketing ->Business Agility | 0.393 | 0.116 | 3.385 | 0.000 | Supported |
| H7 | Paid advertising -> Business Agility | 0.907 | 0.031 | 3.663 | 0.000 | Supported |

Table 6 presents the results of hypotheses testing estimates for the relationships between various constructs:

The structural model was evaluated using the bootstrapping procedure in SmartPLS 4.0, and the results of the hypothesis testing are presented in Table 6.

The findings show that several hypothesized relationships were statistically significant, confirming the role of digital marketing components in shaping WOM and business agility.

Social media marketing demonstrated a significant positive effect on WOM, with standardized path coefficients of β = 0.370 (T = 3.316, P = 0.001) and β = 0.336 (T = 3.388, P = 0.001), indicating strong support for the proposed relationships.

However, another pathway involving social media marketing yielded a non-significant effect (β = 0.204, T = 1.619, P = 0.106), suggesting that this relationship does not hold within the sample. Mobile marketing also produced mixed results.

One pathway showed no significant effect (β = 0.185, T = 1.600, P = 0.110), while two additional pathways revealed significant positive influences on business agility, with coefficients of β = 0.433 (T = 3.452, P = 0.001) and β = 0.393 (T = 3.385, P = 0.000), confirming that mobile marketing contributes meaningfully to enhancing agility.

Finally, paid advertising exhibited a strong and highly significant positive effect on business agility, with β = 0.907 (T = 3.663, P = 0.000), indicating that it is one of the most influential drivers within the model.

Collectively, these results validate most of the hypothesized relationships and reinforce the importance of digital marketing practices—especially social media, mobile tools, and paid advertising—in strengthening WOM and business agility in Jordan's tourism sector.

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## CONCLUSION

The findings of this study offer important insights into how digital marketing strategies contribute to enhancing business agility within Jordan's tourism sector and how Word of Mouth (WOM) acts as a central mechanism strengthening this relationship. The results indicate that social media marketing, mobile marketing, and paid advertising play significant roles in improving agility by enabling tourism enterprises to respond rapidly to market changes, personalize communication, and adjust promotional content in real time. WOM was found to be a powerful mediator that amplifies the influence of digital marketing practices by accelerating the circulation of customer experiences, increasing trust, and providing organizations with immediate feedback that supports adaptive decision-making. The significant relationships confirmed in this study highlight the strategic importance of integrating digital marketing tools with customer-driven WOM dynamics to foster stronger responsiveness, operational flexibility, and competitive positioning in an increasingly volatile tourism environment. These results extend current theoretical understanding by demonstrating how digital engagement capabilities, when combined with active WOM, enable firms to anticipate customer expectations and adapt their services more efficiently. The findings underscore the need for tourism organizations to prioritize digital strategies that not only enhance visibility but also facilitate fast, data-informed adjustments to market conditions, ultimately reinforcing overall business agility.

### Recommendations

Based on the study's findings, several recommendations are proposed for tourism organizations operating in Jordan:

#### 1. Strengthen Investment in Digital Marketing Capabilities

Tourism enterprises should allocate greater resources to social media management, mobile-based communication, and targeted digital advertising. These tools significantly enhance organizational agility by enabling rapid adjustments to customer needs and market trends.

#### 2. Foster and Amplify Word of Mouth (WOM) Activities

Organizations should actively encourage online reviews, customer sharing, and user-generated content, as WOM was shown to be a key mechanism enhancing agility. This can be supported through incentives, digital engagement campaigns, and seamless feedback channels.

#### 3. Develop Real-Time Monitoring and Response Systems

To remain agile, tourism firms should implement real-time analytics dashboards and social listening tools that track customer sentiment, traveler feedback, and market changes, enabling faster decision-making and more proactive service adjustments.

#### 4. Integrate Digital Marketing Efforts with Organizational Strategy

Digital marketing should not function as an isolated activity; it must be aligned with broader organizational goals and agility initiatives. Cross-functional collaboration

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between marketing, operations, and customer service departments will enhance responsiveness and coordination.

## 5. Build a Culture of Continuous Improvement and Digital Innovation

Managers should promote training, experimentation, and innovation in digital practices. Encouraging staff to adopt new tools, explore creative digital solutions, and respond flexibly to customer needs supports long-term agility and resilience. Together, these recommendations provide a practical roadmap for tourism organizations seeking to improve their agility and competitive advantage through effective digital marketing and WOM-driven engagement.

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