


**THE MEDIATING EFFECT OF ORGANIZATIONAL MEMORY ON SOCIAL MEDIA AND HOTEL REPUTATION IN JORDAN**

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| ARTICLE INFO  | ABSTRACT  |
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| <p><b>Article history:</b></p> <p>Received 31 March 2023</p> <p>Accepted 27 June 2023</p>   | <p><b>Purpose:</b> This study analyzed the mediating effect of organizational memory on the relationship between social media and hotel reputation in Jordan.</p>   |
| <p><b>Keywords:</b></p> <p>Hotel Reputation;<br/>Organizational Memory;<br/>Social Media;<br/>PLS-SEM.</p> <div data-bbox="172 952 480 1198" style="text-align: center;">  </div> | <p><b>Theoretical framework:</b> The study employed the theory of organizational memory to clarify the mediating effect of organizational memory on social media and hotel reputation. It is a theoretical construct that explains how knowledge production, preservation, distribution, and application occur across time in an organization and how the cumulative impact affects the organization's current as well as its planned actions and decisions.</p> <p><b>Design/methodology/approach:</b> The study surveyed 600 participants from hotels in Amman. They were selected randomly according to Westland's sampling criteria. They were asked to rate their responses on a seven-point Likert scale. Moreover, the (PLS-SEM) is adopted in this research to analyze the collected data.</p> <p><b>Findings:</b> The result reflected that the social media significantly influences hotel reputation in Jordan. Besides, social media positively impacts organizational memory and organizational memory positively impacts hotel reputation. It is also noted that organizational memory partially affects the relationship between social media and hotel reputation in Jordan.</p> <p><b>Research, Practical &amp; Social implications:</b> The results of this study will be a policy recommendation between the department of human resources, regulators, researchers and policy makers.</p> <p><b>Originality/value:</b> This is the first research in Jordan to address the mediating effect of organizational memory on the relationship between social media and hotel reputation.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i7.2483">https://doi.org/10.26668/businessreview/2023.v8i7.2483</a></p> |

**O EFEITO MEDIADOR DA MEMÓRIA ORGANIZACIONAL NA MÍDIA SOCIAL E NA REPUTAÇÃO DO HOTEL NA JORDÂNIA**

**RESUMO**

**Objetivo:** Este estudo analisou o efeito mediador da memória organizacional na relação entre a mídia social e a reputação do hotel na Jordânia.

**Estrutura teórica:** O estudo empregou a teoria da memória organizacional para esclarecer o efeito mediador da memória organizacional sobre a mídia social e a reputação do hotel. Trata-se de uma construção teórica que explica como a produção, a preservação, a distribuição e a aplicação do conhecimento ocorrem ao longo do tempo em uma organização e como o impacto cumulativo afeta as ações e decisões atuais e planejadas da organização.

**Projeto/metodologia/abordagem:** O estudo pesquisou 600 participantes de hotéis em Amã. Eles foram selecionados aleatoriamente de acordo com os critérios de amostragem da Westland. Eles foram solicitados a

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classificar suas respostas em uma escala Likert de sete pontos. Além disso, o (PLS-SEM) foi adotado nesta pesquisa para analisar os dados coletados.

**Conclusões:** O resultado mostrou que a mídia social influencia significativamente a reputação do hotel na Jordânia. Além disso, a mídia social afeta positivamente a memória organizacional e a memória organizacional afeta positivamente a reputação do hotel. Também foi observado que a memória organizacional afeta parcialmente a relação entre a mídia social e a reputação do hotel na Jordânia.

**Implicações sociais, práticas e de pesquisa:** Os resultados deste estudo serão uma recomendação de política entre o departamento de recursos humanos, reguladores, pesquisadores e formuladores de políticas.

**Originalidade/valor:** Esta é a primeira pesquisa na Jordânia a abordar o efeito mediador da memória organizacional no relacionamento entre a mídia social e a reputação do hotel.

**Palavras-chave:** Reputação do Hotel, Memória Organizacional, Mídia Social, PLS-SEM.

## EL EFECTO MEDIADOR DE LA MEMORIA ORGANIZATIVA EN LOS MEDIOS SOCIALES Y LA REPUTACIÓN HOTELERA EN JORDANIA

### RESUMEN

**Propósito:** Este estudio examinó el efecto mediador de la memoria organizativa en la relación entre los medios sociales y la reputación hotelera en Jordania.

**Marco teórico:** El estudio empleó la teoría de la memoria organizativa para aclarar el efecto mediador de la memoria organizativa en los medios sociales y la reputación hotelera. Se trata de un constructo teórico que explica cómo la producción, conservación, distribución y aplicación del conocimiento se producen a lo largo del tiempo en una organización y cómo el impacto acumulativo afecta a las acciones y decisiones actuales y previstas de la organización.

**Diseño/metodología/enfoque:** El estudio encuestó a 600 participantes de hoteles de Ammán. Fueron seleccionados aleatoriamente según los criterios de muestreo de Westland. Se les pidió que valoraran sus respuestas en una escala Likert de siete puntos. Además, en esta investigación se adoptó (PLS-SEM) para analizar los datos recogidos.

**Conclusiones:** El resultado mostró que los medios sociales influyen significativamente en la reputación de los hoteles en Jordania. Además, los medios sociales afectan positivamente a la memoria organizativa y la memoria organizativa afecta positivamente a la reputación hotelera. También se observó que la memoria organizativa afecta parcialmente a la relación entre los medios sociales y la reputación hotelera en Jordania.

**Implicaciones sociales, prácticas y de investigación:** Los resultados de este estudio serán una recomendación política entre los departamentos de recursos humanos, los reguladores, los investigadores y los responsables políticos.

**Originalidad/valor:** Esta es la primera investigación en Jordania que aborda el efecto mediador de la memoria organizativa en la relación entre los medios sociales y la reputación hotelera.

**Palabras clave:** Reputación Hotelera, Memoria Organizativa, Medios Sociales, PLS-SEM.

### INTRODUCTION

In the modern world, there are many more connections between businesses, partners, and investors. It suggests a reciprocal reliance on one another's deeds and mannerisms. As a result of this increasing level of interconnection, individuals and organizations are rapidly adopting Web 2.0 apps into their daily lives. Web 2.0 describes the second generation of internet services (the Interactive Web), sometimes known as social media. Social media platforms have gained popularity among the general public with the emergence of Web 2.0, and many companies have modified their marketing tactics to be more active in the online world. However, the emergence of social media has made companies more exposed to negative

press, endangering their reputation. In a world that is becoming more and more globalized, where information is becoming more and more accessible, and where the barriers to communication and cooperative action among individuals are becoming more and more permeable, we "experience an everyday reality so that individuals have opportunities to interface, impart, and work together in ways that were once unimaginable." Companies are aware that one of the most crucial aspects of being focused and accessible is the learning that has developed within the organization over time. Additionally, organizations must understand what they are certain of, so that they can use that knowledge to predict the future and make decisions and actions that are currently being taken by groups of people.

Additionally, with the introduction of new means of communication represented in social media platforms and Web 2.0, businesses around the world have felt the necessity to adopt new marketing tactics that heavily rely on using social media which refers to the application of social media websites and platforms to market a product or service (Warbung, et al., 2023). Social media has increased people's activity, and businesses have suffered as a result of bad press, customer attacks, and brand erosion. This study examines how social media affects a company's reputation. In less than a decade, advanced technology has created many social networks. The newly created networks have brought new marketing philosophy and changed the existing marketing methods. Moreover, their reliance on social connections has granted them the potential to harm an organisation. Previous grievances, for example, were easily limited to a few nearby connections by word of mouth, rendering such long specific voices largely ineffective. It also undertakes a literature analysis on the effects of each of these actors and uses real-world case studies to analyze the results. The results are examined in relation to company response strategies, including social media identity hazards.

The findings show that companies need to develop a set of reaction techniques, with a few methodologies explicitly identifying with each of the three on-screen characters of reputation damage. In this respect, the best strategy for companies to effectively manage their reputation depends on creating an organisation capable of dealing with threats to company reputation posed by employees and third parties. The real-world examples show that there is a scarcity of authoritative intelligence about how to effectively manage internet-based life risks, necessitating the need for companies to learn how to utilize social media as an essential component of their marketing framework.

Thus, the various reaction strategies are categorized as per the source of the prestige risk. The challenge is to develop systems that inspire, enable and assist practitioners in sharing

knowledge and utilizing some of this acquired knowledge to promote organizational improvements and creativity, in problem solving, etc. Organizational Memory, shortened as (OM), enters the scene as a theoretical construct in the interim to explain how knowledge production, preservation, distribution, and application occur across time in an organization and how the cumulative impact affects the organization's current as well as planned actions and decisions.

In order to be active and harmonious in the development of OM, person focus needs to be directed as well as organized in such a way that they can recognize appropriate stimuli provided by the organization. They should also invest their time as well as cognitive resources appropriately to do acts or make decisions that offer the best practicable response to the stimuli they perceived. The technological services in this situation also need to be planned. Through social media, businesses can access a wide range of resources that are appropriate for their various actions, policies, and functions, including the relationships between project management partnerships and customers, corporate knowledge sharing, and individual learning at the employee, organizational, or team level. All of which is to reinforce the development of free dialogue in order to create an atmosphere appropriate to the sharing of information and expertise.

Social media has influenced all aspects of human life, and different types of organizations have understood the influence that social media can have on their reputation. In this respect, hotels are among the organizations that use social media to reach their customers and develop good reputation. This phenomenon has not been investigated in the Jordanian context. Therefore, this research will highlight the influence that social media may have on hotel reputation in Jordan. Besides, it will reveal the extent to which social media impacts organizational memory which in return impacts hotel reputation. Being the first research in Jordan to address the mediating effect of organizational memory on the relationship between social media and hotel reputation, this study, through its results, will enlighten the department of human resources, regulators, researchers and policy makers.

Thus, this research aims to know whether social media positively influences the Hotel reputation in Jordan. It is also an endeavour to highlight the organizational memory's influence on hotel reputation in Jordan and its role in mediating the influences of social media on hotel reputation in Jordan. The following questions are raised:

1. Does social media positively influence hotel reputation in Jordan?
2. Does social media positively influence organizational memory in Jordan?

3. Does organizational memory positively influence hotel reputation in Jordan?
4. Does organizational memory positively mediate the influences of social media on hotel reputation in Jordan?

## LITERATURE REVIEW

Social media, workplace success, and organizational structure serve as the methodological and analytical pillars of this study. Social networking platforms have changed how individuals exchange content and converse online. Additionally, the technology of Web 2.0 is developed to facilitate communication as well as the exchange of information between businesses and clients (Usher, 2011).

Paying attention to the nature of communication via social media, which implies the communication between two or three people, it becomes urging to investigate how their communication occurs within an organisation (Reitz, 2012). Organizational memory and reputation have an unexpectedly asymmetrical relationship, with organisational memory having a significant effect on reputation (Nisar, et al., 2012). Since organisational memory is so closely linked to employee job experience, different organisational memories contribute to different work efficiency strategies and performance (Kane, 2015; Kjaerulff, 2015).

Dijkmans et al. (2015) looked into the benefits to business reputation that come from the internet industry's ability to draw in devoted customers. They evaluated market participation in the social media practices related to airline companies as well as opinions of company reputation. Their study relied on surveying 3531 individuals. The sample members are customers as well as non-customers of an international airline. The results showed that engaging consumers to participate in the social media activities initiated by the selected airline is positively linked with their frequent use of social media. Participation in social media actually has a favorable impact on the reputation of the company, especially among non-customers.

Barros and Ramos (2015) investigated how the processing, collection, and dissemination of information over time affect an organization's actions and decisions. Individual attention must be focused and coordinated, environmental stimuli must be considered, and time and emotional resources must be directed to the decisions that must be taken in the organisation. In this example, their research examines 22 case studies from the literature using the company's Attention-Based Perspective as a leading tool. Their research presented some evidence and consequences of social media use in the workplace, along with a preliminary theoretical understanding of the way decision-makers' concentration of attention

affects OM development. Szwajca (2017) looked into the scope and direction of social media use in Polish companies' reputation marketing strategies. The study's findings indicate that Polish companies understand the benefits of social media. Therefore, they are concerned about using such platforms in their marketing activities. The old way of thinking still prevails when it comes to using social media as a contact channel, with publicity and public relations using it as yet another promotional platform (PR). It is challenging to establish and maintain a positive identity when using social media in this uncommon manner.

The following research approaches were used to achieve this goal: critical literature review and secondary source review; a study report done by numerous national and international research centers. Qalati et al. (2019) looked at the mediating as well as the moderating effects of market awareness and social networking. They were at the 364-sample stage of analysis. The research was based on a partial least squares model in the structural equation. The participants were chosen by following the practical random sampling. Data was obtained by a field survey from January to April 2019 using a closed-ended questionnaire. The findings revealed a crucial correlation between brand equity, brand worth, and brand performance dimensions. It was discovered that a statistically important link connects social media with mark production. A robust brand image mediation programme was also developed. The moderating effect was also discovered to be detrimental, despite being statistically significant. Their research will help executives from both global and domestic brands understand how social media can give them a strategic advantage and how it impacts brand recognition and success.

Ali et al. (2019) developed a method to measure the impact of the social media's three dimensions on the team's innovative performance, in terms of knowledge management (financial, cognitive, and hedonic usage). Their survey results came from 382 people who were part of 82 different information work teams. The three aspects of social media affect the transactive memory system in different ways, according to their findings. The measurements of the transactive memory network, on the other hand, increase innovative team success by enhancing team creativity. These findings fill a void in the literature by describing the process and function of how various uses of social media impact team creative performance.

Becker and Lee (2019) investigated the ultimate impact of company size as well as interpersonal activity on using social media for corporate identity management. A basic random sample approach was used to select the sample group of 198 firms from the (NYSE) listings: 69 businesses are from the Fortune 500, 71 from the NYSE mid-cap listings, and 58 from the

NYSE small-cap listings. In this respect, cross tabulations as well as Chi-square analyses are used in their analysis, as well as the Kruskal-Wallis test, which enables three separate samples to be compared. The results imply that large firms enjoy greater influence over social media than small firms. Moreover, large firms do not ignore social media messages. They respond more often as well as more quickly than small firms. In the 2015 study, we discovered that organisations' response times and response forms to social media customers did not differ significantly from those in 2011. Most organisations in the sample did not adequately track or leverage social media activities for identity management, indicating a structural lack of strategic structure. Suárez et al. (2020) investigate the role played by social media heuristic judgments on organisational reputation scores in leading Spanish firms.

The paper utilized data collected from Spain to examine the effect of heuristics regarding news articles on the reputation of corporations, assessed by the (MERC) Index. The key finding of their research implies that the overall number of news articles positively influences corporate reputation, specifically in the culture-values' categories, results/image, growth, as well as sponsorship/donations. Furthermore, their research serves as a source of knowledge relating to related events, taking into account the unique characteristics of each occurrence. It explains why intervening on such variables, at various managerial efficiency levels, is important, as well as the implications for organisations. A multi-level structural equation model was employed by Sharifian and Zahodne (2020) to determine whether social media use has a favorable or negative impact on memory impairment. Studies have shown that negative impacts occurring on a daily basis, but not good affect, are a significant interpersonal level mediator. We talk about the underlying socio-evaluative impacts that may have an impact on the correlation between social media use, negative effects, and memory lapses.

Guo, et al. (2020) looked into how employing social media to serve customers affected the growth of a business's reputation. Furthermore, the role of 9,000 ISO, the periodic management and employee training is investigated in this report. Factiva, Fortune's (WMAC), Standard & Poor's COMPUSTAT, American Customer Satisfaction Index (ACSI), and Thomson Reuters' Economic, Social, and Governance datasets were used to study 115 publicly traded companies in the United States (ESG). Between 2007 and 2016, this research created a panel data collection of these 115 companies and used complex panel data analysis to evaluate the hypotheses. Their outcomes revealed that a greater social media sites' number adopted for customer support was linked to a higher product reputation ranking.

As a result, where a company has an ISO 9000 quality improvement system, a high degree of absorptive ability, and regular training for management and staff, the good relationship is enhanced. Singh et al. looked at how influencers affect how consumers perceive corporate brands that are responding to crises (2020). Based on the persuasive intelligence theory, they discuss problems with influencer-engaging companies, such as erroneous purpose inference, which harms perceived credibility and company reputations.

Nonetheless, the disadvantages to using influencers in crisis management are outweighed by their partnership's influencer and name, which reflects values-driven motivations. Their findings suggest that, in the absence of an influencer, corporate brands are urged to respond to follow a bolstering strategy in responding to crises so to maintain existing corporate goodwill. Nonetheless, by using influencers' tools, marketers should try to avoid receptive inferences by communicating the brand-influencer relationship's values-driven motivations. As a result of this research, it was proposed that:

H<sub>1</sub>: Social Media positively impacts the Hotel Reputation in Jordan

H<sub>2</sub>: Social Media positively influences Organizational Memory in Jordan

H<sub>3</sub>: Organizational Memory positively influences the Hotel Reputation in Jordan

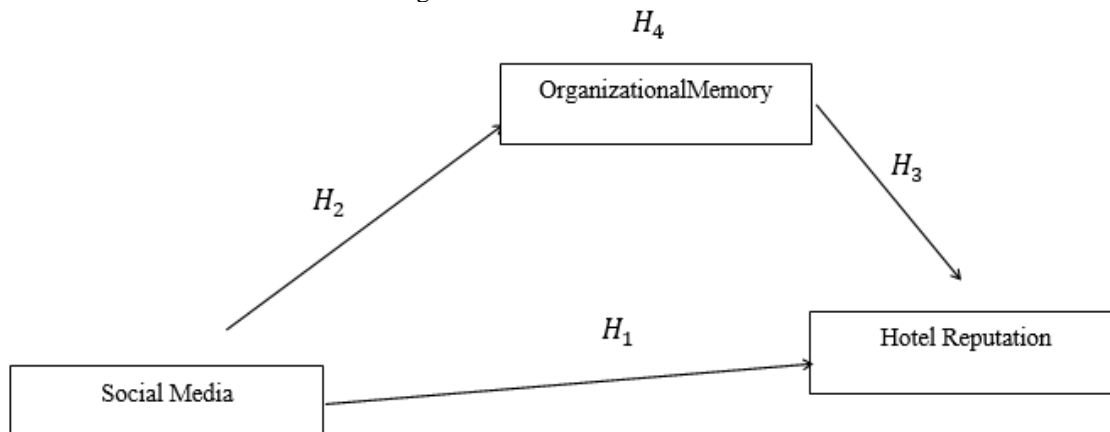
H<sub>4</sub>: Organizational Memory positively mediate the influences of Social Media on Hotel Reputation in Jordan

## **MODEL OF THE RESEARCH**

Developing this research's conceptual framework necessitated reviewing the related studies on the website quality, organizational memory and hotel reputation. Accordingly, the following model was developed to know the mediating effect of organizational memory on social media and hotel reputation.



Figure 1: Model of the Research



Prepared by the authors (2023).

## MATERIALS AND METHODOLOGY

In this study, a survey instrument was modified and used. Social media was taken from Cetinkaya and Rashid (2018), organisational memory was taken from Chou et al. (2007) and hotel prestige was taken from Schwaiger (2004). The information was gathered from hotel guests in Amman, Jordan. The questionnaire in its final form included 28 items, with 7 belonging to Social Media (SM), 12 to Organizational Memory (OM), and 9 to Hotel Reputation (HR). Furthermore, the study's sanctity is increased with the use of a seven-point Likert scale (Farooq, 2016). The researcher also undertook a pilot analysis to test the research instrument. This included 50 participants staying in hotels in Amman, Jordan.

The pilot study's outcomes supported the reliability as well as the validity of the final questionnaire, even if a few minor improvements were made to its phrase form. In order to determine how social media and organizational memory affect hotel reputation in Amman, Jordan, this study will examine these factors. All hotel guests in Amman, Jordan, as portrayed by hotels in Amman, were decided to be the study's target population so as to achieve this mission. Maintaining the accuracy and rigor of any analysis depends on selecting the proper sample size. The sampling relied on the 10 times rule, developed by (Barclay et al., 1995), which is later advised by Hair et al. (2017). This criterion is followed in selecting a PLS-SEM's study.

This analysis' structural model has six constructs main (one dependent variable and two independent variables). Besides, the minimum sample size, as suggested by the ten times criterion, should include 50 participants. However, the sampling criterion here followed Westland's criteria (2010). Much significantly, this study's sample size was calculated on the basis of an analysis of similar previous research and the recommendations provided by many scholars like (An & Noh, 2009; Ali et al., 2015; Archana&Subha, 2012; Farooq &Radovic-

Markovic, 2017b). Data collection relied on a self-administered questionnaire was distributed to 600 participants in hotels in Amman, Jordan, using a method of proportion sampling. A total of 325 copies were retrieved, implying a 53.67% response rate.

### Data Analysis Technique

The (PLS-SEM) is adopted in this research to analyse the collected data. Before doing the actual data analysis, a data mining technique was behaviour to guarantee adequate data representation. Besides, the collected data was analysed via SmartPLS 3.3.3 so as to check the appropriateness of the study model. It was also used to test the proposed hypotheses.

This study is an analysis of the causal relationships between constructs. PLS-SEM is to analyse the data collected. It is a quantitative tool which is used to test and evaluate this type of causal relations based on empirical knowledge as well as subjective causal hypotheses.

The model of estimation joins measured factors with inactive factors. Moreover, the main model is represented in the section associated with inactive variables. Furthermore, the reflective-reflective type I model was used. The lower order's constructs are reflectively calculated constructs, and they can be separated.

## RESULTS AND DISCUSSION

The related statistics were calculated for each measurement. The statistics given in Table 1 reflects a favorable attitude toward the evaluated items. In this respect, the standard deviation numbers point to a restricted mean distribution. The mean values exceeded the overall product average and ranged. Conversely, following extensive analysis employing kurtosis and skewness, the data was discovered to be naturally distributed. Evidently, kurtosis and skewness were normally distributed because the majority of the values fell within the permitted ranges for normalcy for skewness (-2.0 and 4.0) (Byrne, 2013) and fewer than 10 for kurtosis.

Table 1: Descriptive Statistics

|                       | Mean   | Std. Deviation | Skewness | Kurtosis |
|-----------------------|--------|----------------|----------|----------|
| Hotel Reputation      | 8.2654 | 0.96775        | -0.33    | 0.106    |
| Organizational Memory | 7.9042 | 1.16951        | -0.137   | -0.643   |
| Social Media          | 7.8604 | 1.55541        | -0.799   | 0.916    |

Prepared by the authors (2023).

### Correlation Analysis

Table 2 implies the correlation analysis between the variables. Moreover, relationship between is significant and positive. In addition, the correlation value between the variables less than 0.85 which indicate the absence of multicollinearity problem (Hair, 2020).

Table 2: Correlation Matrix

| Variables             | Hotel Reputation  | Organizational Memory | Social Media |
|-----------------------|-------------------|-----------------------|--------------|
| Hotel Reputation      | <b>1.000</b>      |                       |              |
| Organizational Memory | 0.727*<br>(0.000) | <b>1.000</b>          |              |
| Social Media          | 0.673*<br>(0.000) | 0.709*<br>(0.000)     | <b>1.000</b> |

Prepared by the authors (2023).

### Measurement Model: Reliability and Validity

Table 3 includes the Cronbach's Alpha values for the overall measurement model and convergent validity after the evaluation of validity as well as reliability of each construct. The value of AVE for the model is substantially greater than the value of the cut-off AVE as it is suggested by Hair et al., 0.500, as seen in Table 3. The construct values were in the range 0.660–0.690. Additionally, the composite reliability ratings exceeded Hair et al.'s indicated value of 0.700 for all constructions (2019; 2020). The composite values were in the range of 0.890–0.933. The Cronbach's alpha values, 0.808 to 0.921, were all greater than the cut-off 0.700 proposed by Ali, et al (2018). Thus, the Cronbach's alpha related to all constructs implies that they are error-free to a sufficient extent. Indicator reliability was ultimately evaluated through factor loadings. According to values exceeding 0.50 indicate significant factor loadings. Table 3 presents all the factor loadings were more than the suggested value i.e., 0.5 except items SM1, OM5, OM6, and HR4 that were removed from the scale due to low loadings. AVE was put to use for the assessment of Convergent Validity showing a degree measuring positive correlates with measure that were alternative but of the same construct. AVE's values were from 0.600 to 0.756, exceeding the suggested value of 0.50. All constructs are as satisfactory as convergent validity in table 3.

Table 3: The Measurement Model

| Variables               | Loading | CA           | CR           | AVE          |
|-------------------------|---------|--------------|--------------|--------------|
| <b>Hotel Reputation</b> |         | <b>0.919</b> | <b>0.935</b> | <b>0.673</b> |
| HR1                     | 0.83    |              |              |              |
| HR2                     | 0.777   |              |              |              |
| HR3                     | 0.816   |              |              |              |
| HR4                     | Deleted |              |              |              |
| HR5                     | 0.844   |              |              |              |

|                              |         |              |              |              |
|------------------------------|---------|--------------|--------------|--------------|
| HR6                          | 0.816   |              |              |              |
| HR7                          | 0.850   |              |              |              |
| HR8                          | 0.806   |              |              |              |
| HR9                          | 0.844   |              |              |              |
| <b>Organizational Memory</b> |         | <b>0.911</b> | <b>0.925</b> | <b>0.555</b> |
| OM1                          | 0.732   |              |              |              |
| OM2                          | 0.816   |              |              |              |
| OM3                          | 0.819   |              |              |              |
| OM4                          | 0.711   |              |              |              |
| OM5                          | Deleted |              |              |              |
| OM6                          | Deleted |              |              |              |
| OM7                          | 0.718   |              |              |              |
| OM8                          | 0.697   |              |              |              |
| OM9                          | 0.802   |              |              |              |
| OM10                         | 0.656   |              |              |              |
| OM11                         | 0.77    |              |              |              |
| OM12                         | 0.708   |              |              |              |
| <b>Social Media</b>          |         | <b>0.906</b> | <b>0.928</b> | <b>0.681</b> |
| SM1                          | Deleted |              |              |              |
| SM2                          | 0.804   |              |              |              |
| SM3                          | 0.830   |              |              |              |
| SM4                          | 0.822   |              |              |              |
| SM5                          | 0.806   |              |              |              |
| SM6                          | 0.871   |              |              |              |
| SM7                          | 0.817   |              |              |              |

Prepared by the authors (2023).

### Discriminant Validity

A number larger than 0.850 may imply multicollinearity, hence 0.850 or less is the minimum value that is allowed for discriminant validity (Hair Howard, & Nitzl, 2020) Less than 0.850, which is a respectable figure, was the model's overall discriminant validity result (Manley, et al., 2020). Table 4 provides a summary of the results related to the discriminant validity test for the entire model. In this respect, the AVEs' square root on diagonals typically has a larger value than the links between constructs, which clearly reveal the way the constructs are linked with their indicators. This is illustrated in the following tables.

Table 4: Fornell-Larcker Criterion Analysis Discriminant Validity

|                       | Hotel Reputation | Organizational Memory | Social Media |
|-----------------------|------------------|-----------------------|--------------|
| Hotel Reputation      | <b>0.820</b>     |                       |              |
| Organizational Memory | 0.612            | <b>0.745</b>          |              |
| Social Media          | 0.532            | 0.624                 | <b>0.825</b> |

Prepared by the authors (2023).

Table 5: Hetromonotrait Analysis Discriminant Validity

|                       | Hotel Reputation | Organizational Memory | Social Media |
|-----------------------|------------------|-----------------------|--------------|
| Hotel Reputation      |                  |                       |              |
| Organizational Memory | 0.816            |                       |              |
| Social Media          | 0.798            | 0.837                 |              |

Prepared by the authors (2023).

### Common Method Bias

Here, both the single factor analysis of Harman and the (CLF) were used to test the impact of CMB (Stafford, 2020). No CMV problem was revealed by Harman's model. Table 6 highlights this.

Table 6: CMV in Dataset – Harman’s One Factor Solution

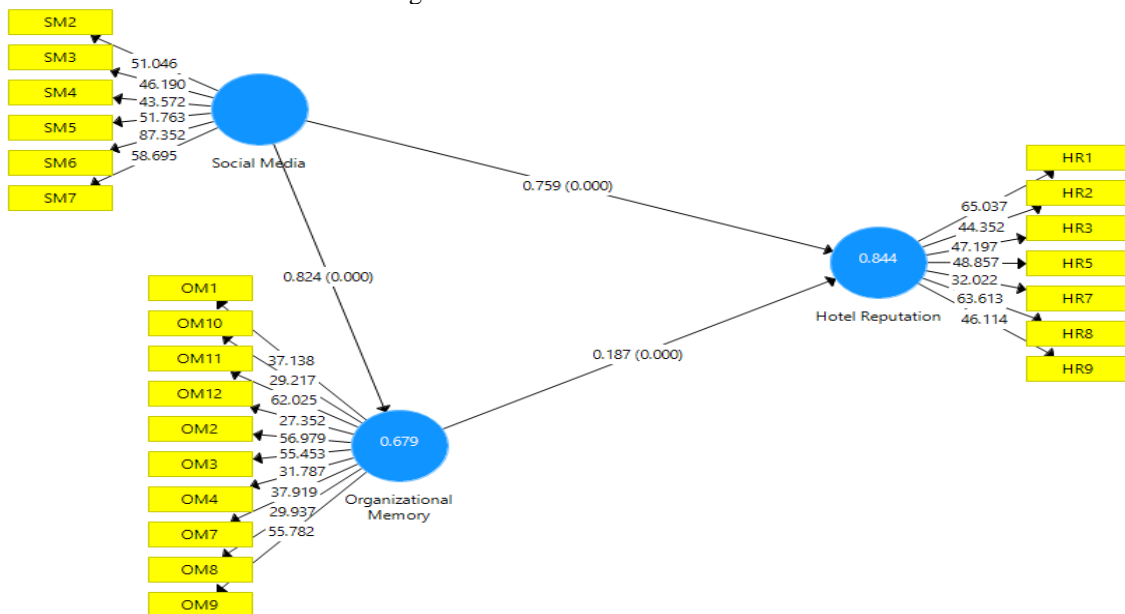
| Component | Initial Eigenvalues |               |               | Extraction Sums of Squared Loadings |               |               |
|-----------|---------------------|---------------|---------------|-------------------------------------|---------------|---------------|
|           | Total               | % of Variance | Cumulative %  | Total                               | % of Variance | Cumulative %  |
| 1         | <b>10.887</b>       | <b>45.364</b> | <b>45.364</b> | <b>10.887</b>                       | <b>45.364</b> | <b>45.364</b> |
| 2         | 2.550               | 10.625        | 55.989        | 2.550                               | 10.625        | 55.989        |
| 3         | 1.207               | 5.027         | 61.016        | 1.207                               | 5.027         | 61.016        |

Prepared by the authors (2023).

### Structural Model and Hypotheses Testing

The structure model was examined using a bootstrapping procedure with 5,000 samples, ( $\beta$ ),  $R^2$ , as well as the appropriate t-values. It was also advised to consider the ( $f^2$ ) as well as the predictive significance ( $Q^2$ ). The size of the effect is not provided following the effect, even though the p-value ensures its presence. Techniques of regression analysis were applied in order to analyse the structural model. These evaluations covered the fundamental review of the study hypotheses. As a result, the structural model evaluated the mediating role of organizational memory in the interaction between social media and hotel reputation. The estimate of coefficient parameters was then examined to determine the hypothesized direct and indirect impacts on the study variables. Figure 1 and Table 7 and 8 imply weights of standard regression and the proposed direct effects.

Figure 2: The Standardized Result



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Table 7: The Path Coefficients

|   | Original Sample (O) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values | Decision  |
|---|---------------------|----------------------------|--------------------------|----------|-----------|
| Social Media -> Hotel Reputation          | 0.759               | 0.029                      | 26.057                   | 0.000    | Supported |
| Social Media -> Organizational Memory     | 0.824               | 0.01                       | 80.53                    | 0.000    | Supported |
| Organizational Memory -> Hotel Reputation | 0.187               | 0.03                       | 6.169                    | 0.000    | Supported |

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The structural model was ultimately evaluated for overall constructs' explanatory power. This was done through R2 value, f<sup>2</sup> the effect sizes, predictive relevance. Findings related to the structural model are implied in Fig. 1. Similarly, H1 which is relationship between social media and hotel reputation ( $\beta = 0.759$ ; t-value = 26.057; p = .000) is accepted. Furthermore, H2 which indicates the connection between social media and organizational reputation ( $\beta = 0.824$ ; t-value = 80.53; p = .000) is also accepted. It is also grasped that the organizational memory and hotel reputation ( $\beta = 0.187$ ; t-value = 6.169; p = .000) are positively correlated, thus supporting H3. These findings are included in Table 6.

**MEDIATING ANALYSIS**

**Indirect Approach**

The recommendations provided by Preacher and Hayes were adopted for investigating the mediating link (2004, 2008). For doing so, observation of the bootstrapping method and indirect effect was done. Furthermore, Preacher and Hayes (2008) concluded that the 95% boot

confidence interval (CI: LL-UL) for the indirect impact does not cross a "0" between the variables. The outcomes of the mediating hypothesis are shown in Table 8.

Table 8: The Mediating Effect

|   | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values | Decision  |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|-----------|
| Social Media -> Organizational Memory -> Hotel Reputation | 0.154               | 0.155           | 0.025                      | 6.170                    | 0.000    | Supported |

Prepared by the authors (2023).

Table 8 reveal the bootstrap results which evidently imply that the indirect effect (Social Media -> Organizational Memory -> Hotel Reputation,  $\beta = 0.824 \times 0.187 = 0.154$ , t-value of 6.170) was significantly read at  $p < 0.01$ . It is also evident that there is a mediation given that the indirect effect 0.154, 95% Boot CI: (LL= 0.203, UL= 0.107) does not straddle a 0 in between. The findings provided evidence of the organizational memory's partial mediating role between the social media and the hotel reputation.

### Coefficient of Determination, Effect Sizes and Predictive Relevance

Standardized path coefficients are used to determine the strength of the connection linking exogenous with endogenous constructs. Here, they reflect that the direct effects of social media and organizational memory on hotel reputation are more significant than the influence of other variables. Social media and organizational memory account for 84.0 percent of the current fluctuation, while the hotel reputation alone explains 16.0 percent. Additionally, social media's impact on organizational memory is stronger than that of other factors. Social media accounts for 67.90% of the variance in current usage, while organizational memory accounts for 32.10% of the variance. The  $R^2$  values indicate a noteworthy model since they have a suitable level of explanatory power. In this analysis, effect sizes were analyzed. The effect size  $f^2$  therefore specifies how the exogenous latent construct has affected the endogenous latent construct.

The  $f^2$  findings are shown in Table 9, showing the small effect size. This study uses the blindfolding approach when testing the predictive relevance analysis method that was developed. This approach must be used in measurements of endogenous constructs that only represent a particular endogenous construct. In this analysis, the  $Q^2$  value was greater than 0, and it can therefore be inferred that the proposed model is important. The relevant relative

measure indicates  $Q^2$  values of 0.35 for high, 0.15 for medium and 0.02 for small, respectively. In this analysis, the exogenous construct was found to have small predictive significance.

Table 9: Summary of the  $R^2$ ,  $f^2$  and  $Q^2$ 

|                       | $R^2$ | $R^2$ Adjusted | $f^2$  | $Q^2$  |
|-----------------------|-------|----------------|--------|--------|
| Hotel Reputation      | 0.844 | 0.841          | 0.0130 | 0.0124 |
| Organizational Memory | 0.679 | 0.674          |        |        |

Prepared by the authors (2023).

### Goodness of Fit Index (GoF)

This test was adopted to verify the combined output related to the external and the internal models. The GoF results reflect that the 0.754 value shows is good since the (GoF) value is higher than 0.36.

$$GoF = \sqrt{AVE \times R^2} = \sqrt{0.673 \times 0.844} = \sqrt{0.568} = 0.754$$

### CONCLUSION

Despite the fact that firms are aware of the power of social media, the results suggest that companies of all sizes are also uncertain of how to build truly engaged consumer relationships (Alhamami et al., 2023). While this could come as a shock, it has long been recognised that there is a general lack of awareness of social media's rising importance. This study in Jordan focused on the role of organisational memory in mediating the influence of social media and hotel reputation. This is in contrast to the majority of research in the literature, which looked at social media usage from the viewpoint of users rather than companies, especially hotels. Our study fills in the gaps in the literature by suggesting a social media paradigm and analysing it with data from 325 consumers as a snapshot of recent technological advancements. From the perspective of organisations, the model reflects a theoretical development in the social media literature, explaining significant implications of social media characteristics. The findings of this study supported the hypotheses. This observation is in line with previous research.

According to Kietzmann et al. (2011), an organization's reputation, which is clarified by social network engagement as well as functional relationships, positively affects its profile. The visibility of social networking sites would "strengthen corporate relationships with customers, increase access to company websites, identify new market opportunities, and encourage product and brand growth," according to the report (Huang & Benyoucef, 2013). Odoom et al. (2017) found that using social media increases organisational performance in a significant and positive



way. Neirotti et al. (2016) discovered that internet exposure enjoys a favourable effect on business growth in the hotel industry. The p-value for H2 is 0.991, meaning that it is not important. According to the results of the study, editability has little effect on hotel profitability. This is a surprising discovery, since we would expect hotels to take advantage of the editability features of social networking platforms to connect with potential customers more quickly.

The findings contradict previous studies, which showed that social media's editability has an effect on a company's profile. Zhang, Lu, Gupta, and Zhao (2014), for example, discovered that technological features of social media networks boost audience interest. Similarly, Odoom et al. (2017) said that social media interaction with customers improves a company's profile. According to other studies, using social media to engage with customers and boost business productivity (Garrido-Moreno et al., 2016; Parveen et al., 2016). The hotels' profile, on the other hand, is unlikely to have been harmed by editability because they used software mainly to respond quickly but to the extent which is not to the point that ensures quality and customer satisfaction (Garrido-Moreno & Lockett, 2016).

The findings of Parveen et al. (2016), who discovered that enhancing customer connections across social media networks has a positive effect on organisations' overall usage of social media, confirm that editability can improve hotel social media use but does not necessarily impact hotel credibility. The findings of the study reveal that affiliation has a major effect on hotel credibility. Similarly, Schaupp and Bélanger (2014) demonstrated that using social media to build customer relationships has a number of benefits. Building a relationship with potential customers, according to Kietzmann et al. (2011), would help businesses increase their client base while simultaneously enhancing brand loyalty and credibility. This study has many competitive implications; it offers insight for hotel owners and managers, helping them to exploit or capitalise on the possible advantages of social media.

This study demonstrated the role of hotel social media characteristics such as reputation, editability, and association in influencing the hotel's profile. A good social media presence necessitates a thorough examination of how to maximise it. This must be done with intention. Hotel managers must be clear on their social media objectives and select a social media specialist team to update content on a regular basis, create marketing e-posters, and respond to consumer comments promptly. Being available on social media, according to Taneja and Toombs (2014), is not as simple as it seems.

Hotels with inadequate resources in terms of qualified employees and Internet technology will find it impossible to engage in social media networking on a daily basis in order to increase their visibility. Social networking offers the ability to combine reviews and ratings into hotel profiles. From a technical, application, and strategic standpoint, hoteliers may build brand and product followers or supporters by developing a virtual environment for customers using the outstanding resources of social media. As a result, online interfaces for users will become more immersive and effective, potentially increasing booking rates and sales revenues. The first drawback is that the current study only looked at organisational social network drivers over a single time period, and the use of a "cross-sectional survey architecture" avoids causal inferences between constructs.

The second constraint is the generalizability of the proposed model. Since the data came from a single geographic area, Jordan, the findings' applicability to other countries could be limited. It would be difficult to assess how generalizable the results of this analysis are to other countries without further research. The data was collected from the hospitality industry as well. As a result, each business segment should be treated separately when extending the findings to other industries. As a result, future prospective studies should expand the focus of this research to include organisations from a variety of industries and countries.

In short, the results related to the first question "Does social media positively influence hotel reputation in Jordan?" reflects that the social media significantly influences hotel reputation in Jordan. Besides, the results related to the second question "Does social media positively influence organizational memory in Jordan?" indicates that social media positively impacts organizational memory. The results related to the third question "Does organizational memory positively influence hotel reputation in Jordan?" implies that organizational memory positively impacts hotel reputation, while the result related to the fourth question "Does organizational memory positively mediate the influences of social media on hotel reputation in Jordan?" indicates that organizational memory partially affects the relationship between social media and hotel reputation in Jordan.

Since the current study is limited to the mediating effect of organizational memory on social media and hotel reputation in Jordan, it is suggested that further studies be carried out on other organizations and companies in Jordan.

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