

## The Influence of Digital Marketing on Innovative Performance with Knowledge Sharing as a Mediation Variable in Five Star Hotels (Case Study Corinthia Hotel)

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**Abstract:** *The internet penetration rate has shown an average user growth rate of 62.5% per year. As of 2021, the number of internet users has reached approximately 4.9 billion, and social network users were around 3.8 billion, compared to about 16 million internet users in 1995. The aim of this research is to test the influence of digital marketing on innovative performance and the role of knowledge sharing as a mediating variable, with a specific focus on the Corinthia Hotel in Tripoli. The paradigm chosen by the researchers in this study is post-positivism, and the method used is quantitative research. The research sample consists of managers and staff of five-star hotels, specifically from the Corinthia Hotel. A total of 160 respondents were selected, all of whom are managers and staff from this hotel. This study uses SmartPLS software to analyze the data. The results show that digital marketing positively affects knowledge sharing, knowledge sharing positively influences innovative performance, digital marketing positively impacts innovative performance, and knowledge sharing mediates the relationship between digital marketing and innovative performance. These findings highlight that the impact of digital marketing on innovation is amplified when effective knowledge sharing is facilitated. Since the study focuses on a single hotel, the findings should be interpreted as a case study and may not be generalized to the broader industry.*

**Keywords:** *Digital Marketing, Innovative Performance, Knowledge Sharing.*

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### INTRODUCTION

The rapid growth of internet penetration, with an average user growth rate of 62.5% per year, has transformed the global digital landscape. By 2021, the number of internet users had reached approximately 4.9 billion, and social network users totaled around 3.8 billion, compared to just 16 million internet users in 1995. This growth has been driven by factors such as the proliferation of smart devices, technological advancements, and the expansion of internet infrastructure worldwide. In particular, digital transformation has become a necessity in both the public and private sectors, including the hospitality industry, where hotels increasingly adopt digital tools to enhance operational efficiency and customer engagement (Zachlod et al., 2022).

In the context of five-star hotels, e-business has emerged as a cornerstone of digital transformation. Hotels leverage electronic systems for online reservations, personalized marketing, and revenue management. Advanced booking engines and customer relationship management (CRM) systems enable hotels to optimize room occupancy, tailor guest experiences, and enhance loyalty through targeted services. Furthermore, the adoption of digital marketing strategies—such as social media marketing, search engine optimization (SEO), and content marketing—empowers hotels to engage with specific market segments, analyze customer feedback, and develop innovative approaches to service delivery (Dwivedi et al., 2021).

Digital marketing also serves as a platform for knowledge sharing, which is critical for fostering innovation in luxury hotels. Through collaborative tools, real-time data exchange, and employee training programs, hotels can create a culture of knowledge sharing that enhances service quality and

supports innovative performance. Knowledge sharing not only facilitates the transfer of expertise and best practices across departments but also empowers employees to contribute creative ideas that address evolving market demands and guest preferences (B.-L. Chua et al., 2020; Feng et al., 2021).

In this context, innovative performance refers to a hotel's ability to introduce new products, services, and processes that differentiate it from competitors while delivering added value to customers. By leveraging insights gained through digital marketing, hotels can anticipate guest needs, refine service offerings, and adopt data-driven decision-making strategies that drive innovation. For instance, the integration of digital marketing analytics with operational processes enables hotels to tailor experiences to individual guests and implement dynamic pricing strategies that maximize revenue potential (Dimitrios et al., 2023; Makrides et al., 2020).

Previous studies have established a positive relationship between digital marketing and innovative performance in the hospitality sector. For example, Zhu and Gao (2019) highlighted how digital marketing capabilities enable luxury hotels to differentiate themselves from competitors and improve service quality. Similarly, Kim and Ko (2020) demonstrated the mediating role of knowledge sharing in strengthening the relationship between digital marketing and innovation, emphasizing the importance of fostering a knowledge-sharing culture within organizations.

This study seeks to build upon these findings by analyzing the role of knowledge sharing in mediating the influence of digital marketing on innovative performance in five-star hotels. By examining this relationship, the research aims to contribute to a deeper understanding of how digital marketing strategies and knowledge-sharing practices can enhance innovation in the competitive landscape of luxury hospitality. The purpose of this study is to analyze the role of knowledge sharing in mediating the influence of digital marketing on innovative performance in five-star hotels.

**MATERIALS AND METHODS**

The paradigm chosen by the researchers in this study is post-positivism. Post-positivism is used because positivism is the paradigm from which postpositivism originates (Maksimovic & Evtimov, 2023). Quantitative research is used because this research process is calculated numerically. These data will later be evaluated to see their relationship to the research objectives so that conclusions can be drawn from further findings. To determine the magnitude of the influence of the variable (Lehmann, 2023). The population used in this research were operational managers and marketing managers of Five Star Hotels. The sampling technique used in this research was the purposive sampling method. The selection of the purposive sampling strategy was based on its compatibility with the particular goals and features of the research population. Purposive sampling enables researchers to specifically choose participants who have the necessary knowledge, skills, and experience (Campbell et al., 2020). This research sample is managers and staff of five-star hotels, with a focus on the Corinthia Hotel. The number of samples used in this research was 160 respondents, managers and staff of Five Star Hotels (Corinthia Hotel).

**Table 1. Conceptual And Operational Definitions of Variables**

<b>Variables</b>	<b>Conceptual Definition</b>	<b>Operational Definitions</b>	<b>Source</b>
Knowledge Sharing	Tupamahu (2020) states that knowledge sharing is the behavior of individuals sharing what they have learned and transferring what they know to those	1.The knowledge shared by employees in Corinthia Hotel is relevant to the topics. 2.The knowledge shared by employees in Corinthia	Lee (2018)

Variables	Conceptual Definition	Operational Definitions	Source
	who have common interests and have found useful knowledge.	Hotel is easy to understand. 3. The knowledge shared by employees in Corinthia Hotel is accurate. 4. The knowledge shared by employees in Corinthia Hotel is complete. 5. The knowledge shared by employees in Corinthia Hotel is reliable. 6. The knowledge shared by employees in Corinthia Hotel is timely.	
Digital Marketing	Digital marketing is an activity in the field of marketing that utilizes platforms on the internet to reach target consumers (Sukma, 2020).	1. Assess the importance that digitalization can have on Corinthia Hotel. 2. Corinthia Hotel has a Digital Transformation strategy. 3. Corinthia Hotel identifies opportunities promoted by digital technologies. 4. Learn about the tools available to digitize your business. 5. I have sufficiently trained personnel dedicated to the digitization of Corinthia Hotel. 6. Corinthia Hotel culture values the digitization of Corinthia Hotel. 7. Through digital technologies, Corinthia Hotel identifies the level of employee engagement with the roles they perform. 8. Corinthia Hotel considers that teleworking favors the development of its activity	Ramírez et al. (2019)

Variables	Conceptual Definition	Operational Definitions	Source
Innovative Performance	Innovation performance is actually one of the most important dynamics that allows companies to achieve a high level of competitiveness in both national and international markets (Agustina & Arganata, 2023).	1. Corinthia Hotel contributes to the commercialization of new products.	Ramírez et al. (2019)
		2. Corinthia Hotel contributes to the introduction of new or improved products and/or services in the market.	
		3. Corinthia Hotel is concerned about introducing improvements in products and/or services.	
		4. Corinthia Hotel is concerned with implementing new processes that reduce the manufacturing cycle or improve production flexibility.	

This research uses an interval scale which can describe the separation between two data. The Likert scale is part of the Ordinal scale in this research. The Likert scale is used to measure the attitudes, views, and perceptions of a person or group toward social phenomena. The questionnaire distributed in this study used a Likert scale using a 5-point scale (1-5): 1 is Strongly Disagree; 2 is Disagree; 3 is Neutral; 4 is Agree; 5 is Strongly Agree. The study will employ a survey sample approach to collect responses from marketing managers and operational managers of five-star hotels, with a specific focus on the Corinthia Hotel. The survey instrument is intended to gather pertinent data on several aspects, including innovative performance indicators, information-sharing habits, and digital marketing strategies. The tool used in this research is a questionnaire.

The researcher's next step is to choose an approach for data analysis. Preparing data for analysis and evaluating data quality are the first two steps that must be taken before choosing a data analysis technique. There are several steps in collecting data for analysis and determining its accuracy. Researchers will explain the approach used in this research, namely Partial Least Square (PLS).

**RESULTS AND DISCUSSION**

**Table 2. Respondent Profile**

Gender	n	%
Female	82	39,0
Male	128	61,0
Age	n	%

<30 years	108	51,4
> 50 years	15	7,1
31 – 40 years	66	31,4
41 – 50 years	21	10,0
Education	n	%
Bachelor Degree	99	47,1
Diploma	86	41,0
Master Degree	25	11,9
Work	n	%
Government employees	46	21,9
Private sector employees	164	78,1
Total	210	100

Based on Table 2, it is known that 61.0% (128 respondents) identified as male and 39.0% (82 respondents) identified as female, and the sample is mostly male. In terms of age, 51.4% (108 respondents) of the sample are under 30 years old, which is the largest group of respondents. The next biggest group is those between the ages of 31 and 40, who make up 31.4% of the sample (66 respondents), followed by people between the ages of 41 and 50 (10.0%), and people above 50 (15 respondents), who make up just 7.1%. Regarding educational background, 47.1% of respondents (99 respondents) have a bachelor's degree, 41.0% have a diploma (86 respondents), and 11.9% have a master's degree (25 respondents). Regarding the employment sector, 78.1% (164 respondents) of the respondents work in the private sector, while 21.9% (46 respondents) are employed by the government.

**Table 3. Descriptive Results**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Knowledge Sharing</b>					
KS1	210	3.00	5.00	4.3429	0.20821
KS2	210	3.00	5.00	4.3429	0.18414
KS3	210	3.00	5.00	4.3810	0.15992
KS4	210	3.00	5.00	4.4333	0.13386
KS5	210	1.00	5.00	4.3667	0.32800
KS6	210	3.00	5.00	4.4571	0.10884
<b>Digital Marketing</b>					
DM1	210	3.00	5.00	4.4238	0.12352
DM2	210	3.00	5.00	4.4381	0.17747
DM3	210	4.00	5.00	4.5143	0.10099
DM4	210	4.00	5.00	4.5143	0.10099
DM5	210	2.00	5.00	4.3762	0.31645
DM6	210	4.00	5.00	4.5524	0.09844
DM7	210	3.00	5.00	4.4952	0.13801
DM8	210	3.00	5.00	4.4476	0.10795
<b>Innovative Performance</b>					
IP1	210	3.00	5.00	4.5190	0.11030
IP2	210	2.00	5.00	4.3429	0.28236

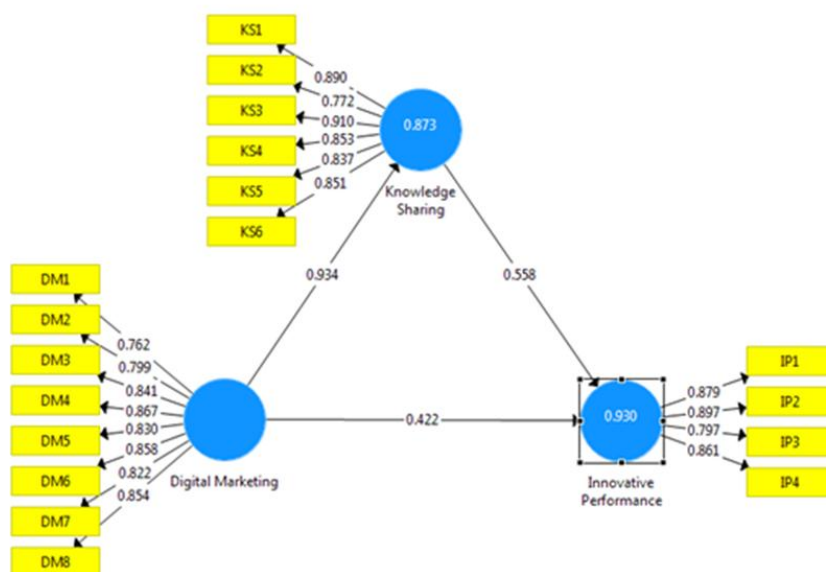
	N	Minimum	Maximum	Mean	Std. Deviation
IP3	210	3.00	5.00	4.3857	0.18595
IP4	210	3.00	5.00	4.3476	0.24750

Based on Table 3, it can be seen that the mean scores for information sharing vary from 4.3429 to 4.4571, with all items displaying comparatively high values, suggesting that most respondents concur with the assertions regarding knowledge sharing. With the greatest mean score (4.4571) and the lowest standard deviation (0.10884), item KS6 appears to be the one that is most frequently agreed upon. However, while having a high mean of 4.3667, KS5 has the highest standard deviation (0.32800), suggesting a somewhat higher variety in responses.

All of the entries in the Digital Marketing category have high mean ratings, ranging from 4.3762 to 4.5524. With the highest mean score (4.5524) and the lowest standard deviation (0.09844), item DM6 shows that respondents strongly believe that digital marketing is important. Despite having a high mean of 4.3762, item DM5 has the largest standard deviation (0.31645), indicating a higher degree of response variability.

Most items show favorable answers, and the mean ratings for Innovative Performance vary from 4.3429 to 4.5190. With the greatest mean score (4.5190), IP1 demonstrates that respondents strongly concur with the claims regarding inventive performance. IP2 has the biggest standard deviation (0.28236) among these items, suggesting that responses to this item are more diverse than those to other items in this category.

**Analysis of Measurement Model Results in Actual Research**



**Figure 2. Outer Model**

**Actual Test Validity Test**

The convergent validity of the pre-test was checked using Average Variance Extracted (AVE) and Outer Loading. The test was carried out in accordance with the guidelines of Ghozali and Latan (2015), which stipulate that a variable will be considered valid if, as a general rule, the Outer Loading (Standardized Loading Estimate) of an indicator has a value greater than 0.70 and, just as a general rule, AVE must have a value greater than 0.50. Additionally, verified that for the AVE to be considered

valid, its value in the convergent validity test must be greater than 0.5. The confirmatory factor analysis test produced the following findings, which are valid because the value is higher than 0.5. So, all the indicators in this research are valid.

**Table 4. Convergent Validity and Reliability Test**

Variable / Indicator	Outer Loading	Composite Reliability	Cronbach's Alpha	AVE
<b>Knowledge Sharing</b>		<b>0.841</b>	<b>0.881</b>	<b>0.739</b>
KS1	0.890			
KS2	0.772			
KS3	0.910			
KS4	0.853			
KS5	0.837			
KS6	0.851			
<b>Digital Marketing</b>		<b>0.846</b>	<b>0.935</b>	<b>0.689</b>
DM1	0.762			
DM2	0.799			
DM3	0.841			
DM4	0.867			
DM5	0.830			
DM6	0.858			
DM7	0.822			
DM8	0.854			
<b>Innovative Performance</b>		<b>0.819</b>	<b>0.925</b>	<b>0.728</b>
IP1	0.879			
IP2	0.897			
IP3	0.797			
IP4	0.861			

From the data above, it is known that all indicators have an outer loading value greater than 0.6, which shows the validity of the indicators. The convergent validity test using Average Variance Extraction was carried out after the convergent validity test used confirmatory factor analysis. Based on the data above, all variables are valid because the extracted Average Variance Extracted (AVE) value is more than 0.5.

Using Composite Reliability and Cronbach's Alpha, a reliability test was then carried out. Based on the test findings, all variables in this study can be considered credible because the results of Composite Reliability are above the threshold of 0.6, and Cronbach's Alpha is above the threshold of 0.7. This research will carry out real testing with the actual number of samples after this preliminary testing is completed in order to carry out a statistical analysis of the relationship between variables.

**Table 5. Discriminant Validity**

Variable	Digital Marketing	Innovative Performance	Knowledge Sharing
Digital Marketing			
Innovative Performance	0.837		

Variable	Digital Marketing	Innovative Performance	Knowledge Sharing
Knowledge Sharing	0.804	0.955	

Variables that have HTMT values below 0,9 and can be declared valid. The results of this study show HTMT values that are less than 0,9, which means that the discriminant validity is good.

**Structural Model Results in Actual Research**

**GoF Model Testing**

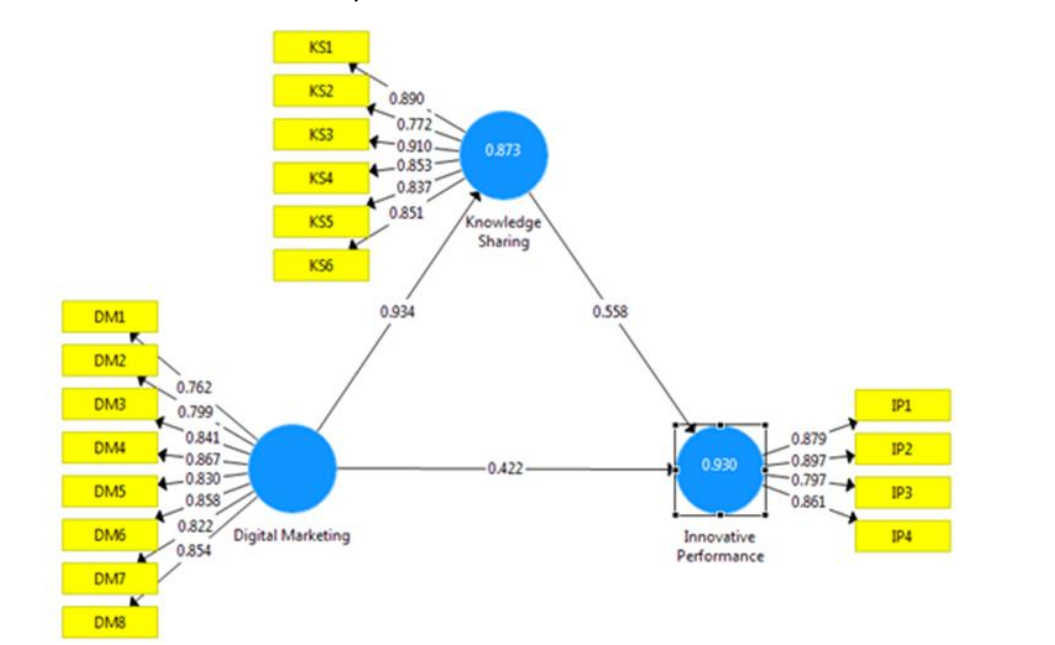
The GoF index was computed in order to test the model. The following formula may be used to get the GoF index:  $\sqrt{AVE} \times R^2 = GoF$ . Table 4.5 displays each indicator's AVE and R2 values along with their averages. A minor portion was not included in the bootstrapping analysis despite the fact that the study data testing revealed many indications that satisfied the validity and reliability requirements. The goodness-of-fit model is tested first, and the findings show that the GoF value is equal to 0.805. According to Table 4.5, the model fits well.

**Table 6. Coefficient of Determination Results (R2)**

Variable	AVE	R square	GoF
Digital Marketing	0.689		
Knowledge Sharing	0.739	0.873	
Innovative Performance	0.728	0.930	
Model fit			0.805

Note:  $GoF = \sqrt{AVE} \times R^2$

Based on Table 6 above, it can be seen that the knowledge-sharing variable can be explained by the digital marketing and innovative performance variables as much as 87.3%, and the rest was influenced by other variables not examined in this study. Then, the innovative performance variable can be explained by this research variable as much as 93%, and the rest was influenced by other variables not examined in this study.



**Figure 3. Inner Model(Bootstrapping)**



**Path Coefficients Test (Hypothesis Test)****Table 7. Path Coefficients Results**

		<b>Path Coefficients</b>	<b>Q statistics</b>	<b>Rules of thumb</b>	<b>P Values</b>	<b>Information</b>
H1	Digital marketing → knowledge sharing	0.934	59.489		0.000***	Accepted
H2	Knowledge Sharing → Innovative Performance	0.558	5.143		0.000***	Accepted
H3	Digital Marketing → Innovative Performance	0.422	4.021	>1.655	0.000***	Accepted
H4	Knowledge Sharing can mediate the influence of Digital Marketing on Innovative Performance	0.522	5.074		0.000***	Accepted

**Digital Marketing Has a Positive Effect on Knowledge Sharing**

The results of actual research data processing in Table 4.10 show that the p-value in the first hypothesis is  $0.000 < 0.05$ , meaning that the first hypothesis in this research is accepted and Digital marketing has a positive effect on knowledge sharing.

Knowledge sharing benefits from digital marketing for several important reasons, including accessibility, engagement, and the efficiency of information distribution. To reach a large audience, digital marketing uses various online channels, including social media, websites, email, and other digital platforms. This makes it possible for information to spread without respect to physical barriers across demographic and geographic places (Coroiu et al., 2020). Blog posts, infographics, and video lessons, for instance, are easily accessible to people worldwide and facilitate the efficient dissemination of knowledge to a large audience. Direct communication between content providers and viewers is made possible by digital platforms like social media and online forums. Feedback, inquiries, and discussions on the material are all welcome from the audience, which opens up possibilities for future information development and clarification. When audiences actively participate in conversations, understanding and retention of the material are increased.

Blogging and content marketing strategies provide in-depth articles and tutorials that enhance knowledge and expertise on certain topics. Through widespread accessibility, SEO tactics increase the material's readership and impact. Subject matter experts and their viewers can have direct conversations via interactive online forums, podcasts, and webinars that offer real-time information sharing and interaction. Email newsletters provide subscribers with a customized means of receiving content that has been carefully chosen to keep them informed and engaged. By applying analytics tools in digital marketing to research customer preferences and habits, content creators may improve their strategies to provide more useful and relevant information.

**Knowledge Sharing Has a Positive Effect on Innovative Performance**

The results of actual research data processing in Table 4.10 show that the p-value in the first hypothesis is  $0.000 < 0.05$ , meaning that the second hypothesis in this research is accepted and Knowledge Sharing has a positive effect on Innovative Performance.

People can access a range of thoughts, viewpoints, and experiences from other team members or companies through knowledge sharing. Through the presentation of fresh ideas and methods that

would not have surfaced in a more constrained or homogeneous setting, this diversity of viewpoints can foster creativity and innovation (R. Y. J. Chua, 2018). Open communication of knowledge facilitates departmental or team collaboration. Through this cooperation, diverse ideas and skill sets may be integrated, resulting in synergies that stimulate the creation of creative solutions. Teams that collaborate and have integrated knowledge are better able to find innovative solutions to challenges.

Knowledge sharing fosters a collaborative environment that permits information and ideas to flow freely, enhancing creativity and problem-solving abilities and positively influencing innovative performance. By pooling their diverse experiences and points of view, individuals and organizations may create new ideas and improve existing practices via the sharing of information. This collaborative culture fosters constant learning and adaptation, which is necessary for innovation. Knowledge sharing also accelerates innovation by removing redundancies and enhancing resource efficiency. Rather than beginning from scratch, teams may focus on more complicated and creative aspects of projects by utilizing pre-existing experience. Additionally, having access to a broad range of experiences and information that support identifying novel trends and opportunities facilitates proactive innovation techniques (Lee, 2018).

### **Digital Marketing Has a Positive Effect on Innovative Performance**

The results of actual research data processing in Table 4.10 show that the p-value in the first hypothesis is  $0.000 < 0.05$ , meaning that the third hypothesis in this research is accepted and Digital Marketing has a positive effect on Innovative Performance.

Digital marketing offers strong analytical capabilities for gathering and analyzing data on customer behavior, industry trends, and campaign effectiveness. Insights into consumer preferences and market dynamics are provided by this data, which may be utilized to spot possibilities for innovation and create more winning plans of action (Troisi et al., 2020). Digital marketing strategies, including market segmentation, social media analytics, and online surveys, help businesses better understand the requirements and preferences of their target audience. With this information, businesses may create more inventive and useful goods and services that cater to consumers' actual requirements and preferences.

Using digital marketing helps businesses get important consumer data, test and refine new ideas fast, and grow their client base. Digital marketing, therefore, has a positive effect on creative performance. Companies may use social media, email marketing, and internet advertising to obtain real-time feedback and information about the tastes and habits of their clients. This information is crucial for producing innovative products and services that meet consumer demand (Kanaan et al., 2023). Through the analytics tools of digital marketing platforms, businesses can track the effectiveness of their campaigns and identify which ones connect with and turn off their target audience. This repeated process of testing and learning accelerates the innovation cycle, enabling companies to make data-driven decisions and swiftly adapt to changing market conditions. Digital marketing also promotes collaboration and information sharing between various industries and enterprises. The exchange of best practices and concepts on websites like LinkedIn, seminars, and online forums inspires new concepts and solutions. In an environment of cooperation, creativity must be encouraged (Jung & Shegai, 2023).

### **Knowledge Sharing Can Mediate the Influence of Digital Marketing on Innovative Performance**

The results of actual research data processing in Table 4.10 show that the p-value in the first hypothesis is  $0.000 < 0.05$ , meaning that the fourth hypothesis in this research is accepted and Knowledge Sharing can mediate the influence of Digital Marketing on Innovative Performance.

Data on customer behavior, market trends, and campaign efficacy are produced by digital marketing. This increases the consistency and relevance of innovation by giving various teams access to the insights required to put creative initiatives based on the same data into practice. A collaborative understanding of digital marketing tactics and campaign outcomes may facilitate the comprehension and execution of more effective team plans. Innovation teams may create new ideas that are more relevant to market demands and more effective when information about cutting-edge technology or successful marketing methods is shared. Through this collaboration, diverse concepts and information may be integrated to provide creative solutions.

The effect of digital marketing on inventive performance can be lessened through knowledge sharing, which acts as a conduit for the internal distribution of data gathered from these projects. Digital marketing generates a lot of data on consumer preferences, market trends, and competition. Kanaan et al. (2023) claim that effective distribution of this data among teams fosters a collaborative environment where insights may be transformed into original ideas and solutions. By using data from digital marketing, organizations may identify emerging trends and possibilities. You can make sure that everyone is on the same page and can innovate together by sharing these ideas throughout departments. Because of this shared understanding, teams are better able to develop more targeted and creative plans, which also enhances overall innovative performance. Moreover, knowledge exchange promotes a culture of continuous learning and adaptability. Teams may exchange knowledge about successful digital marketing methods and customer feedback while refining existing tactics and testing out new ideas. By employing this iterative process, which is crucial for sustainable innovation, organizations can preserve their competitive edge.

## CONCLUSION

The first hypothesis in this research is accepted, indicating that digital marketing positively affects knowledge sharing. This underscores the critical role of digital marketing in fostering the exchange of information and knowledge within organizations. The second hypothesis is also accepted, demonstrating that knowledge sharing positively influences innovative performance. This finding suggests that the effective exchange of knowledge directly enhances an organization's capacity to innovate. Furthermore, the third hypothesis is accepted, showing that digital marketing has a positive effect on innovative performance. This indicates that organizations implementing digital marketing strategies can achieve better innovation outcomes. Finally, the fourth hypothesis is confirmed, establishing that knowledge sharing mediates the relationship between digital marketing and innovative performance. This highlights the importance of knowledge sharing in amplifying the impact of digital marketing on innovation.

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