

EFFECT OF SOCIAL MEDIA AND ORGANIZATIONAL MEMORY ON HOTEL REPUTATION: A PARTIAL LEAST SQUARES-STRUCTURAL EQUATION MODELING APPROACH

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Abstract

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This study aims to investigate the impact of organizational memory and social media on hotel reputation in Jordan. A self-administered questionnaire was employed in this study to collect data from 325 respondents using a convenience sampling technique. Partial least squares-structural equation modeling (PLS-SEM) was also used to test the suggested structural model. According to the study's conclusions, social media and organizational memory have a favourable and significant impact on Jordanian hotels' reputations. This study only covers respondents from Jordanian hotels due to a lack of finance and time, making it impossible to compare the results with those from other hospitality sectors. As a result, this is seen as a study constraint. Further research into the value of many facets of hotel reputation was conducted using importance-performance map analysis (IPMA). The results suggest that Jordanian hotels should utilize social media to boost their reputation. The findings of this study are meant to help Jordanian hotels comprehend the function that social media plays in enhancing hotel reputation. Findings from this study can help hotel managers and practitioners improve their digital reputation management approaches.

Keywords: Importance-Performance Map Analysis, IPMA, Hotel Reputation, Organizational Memory, Partial Least Squares-Structural Equation Modeling, PLS-SEM, Social Media

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1. INTRODUCTION

Social media (SM) is best described as “new information and communication technology that enable their users to access and communicate perspectives, thoughts, and views in public on the Internet” (Zhang & Lu, 2021, p. 24). In contrast, popular media is characterized as mass-educational press outlets like newspapers, radio, and television (Thuneibat et al., 2022) restricts social interaction. While Etter et al.’s (2019) article does a commendable job of emphasizing the importance of SM in understanding how the public perceives organizations, we argue that due to SM’s development and the aforementioned embedded characteristics, traditional media now has a much greater influence on how key stakeholders perceive an organization (Abdelraheem et al., 2021).

Conversely, the rise of SM has brought with it a number of organizational challenges. Individuals will certainly create, modify, and give substance to immense amounts of other individuals, according to a current analysis (Jain et al., 2021). Since clients play an undeniably dynamic role as industry competitors through online networking and can contact a diverse group of viewers, such contacts and client-created content can be a risk to the company (Alashe, 2021). As a result, there is a greater inclination on the part of people to spread remorse or worries about corporations quickly, suggesting that businesses have less time to defend themselves.

Companies are now mindful that one of the most important aspects of being competitive in the market is the experience developed over time by the company (Abu-AlSondos et al., 2023; Ali et al., 2022; Shan et al., 2022; Shniekat et al., 2022). “Organizations must know what they really know and use that knowledge in current corporate and human decisions and activities, as well as in future forecasts” (Cuhls, 2020, p.15). In addition, an agency will need to demonstrate that the requested relief complies with any prohibitional rules (Olujobi & Yebisi, 2023). The RM V RB1 case demonstrates that not every defamation articulation is pertinent in court and that admitting a broad ban can drastically reduce prospects for articulation (Perrin et al., 2023). In addition, when there are available discretionary options for aid, a court is unlikely to permit a definitive restriction. Businesses must take into account unfavourable remarks and all-encompassing client objections in this way. It would be difficult for a firm to establish a case for defamation posts because any comments and posts would be interpreted as emotions or negative audits, and any legal request would be an egregious intrusion on the right of opportunity of expression (Zheng et al., 2018).

The process of applying knowledge from the past to current operations, which affects how responsive an organization is, is referred to as organizational memory (OM) (Cegarra-Navarro & Martelo-Landroguez, 2020). The distinguishing mechanisms of OM include acquisition, maintenance, retention, and retrieval (Arora et al., 2021). During acquisition, information, documentation, and expertise are acquired from every source conceivable. This could be interpreted as purchasing new materials that the repair procedure has not kept

current (relational or object-oriented databases) (Haile, 2022). Retention is probably the most important component of OM. Schemas, scripts, and processes can be used to categorize organizational knowledge retention. An internal cognitive structure called a schema facilitates the effective organization and processing of information. Schemas are organic collections of people, places, and things. Scripts outline the possible action sequences in typical or well-known situations. Systems are created through the collaboration of individual and corporate scripts. Retrieval provides quick access to organizational memories to assist in making decisions and solving problems (Alqaraleh et al., 2022). Therefore, this study will examine the impact of social media and organizational memory on hotel reputation (HR), and how organizations can use these elements to improve their reputation management strategy in the digital age.

The structure of this paper is as follows. Section 2 provides a review of the literature on reputation, social media, and organizational memory. Section 3 describes the research methodology. Section 4 examines data analysis and the consequences of managerial action. Section 5 highlights the study’s conclusion.

2. LITERATURE REVIEW

2.1. Reputation

Reputation can be characterized as an intangible resource with financial value for an organization that influences client curiosity, professional innovation, and the excitement level for new ventures in a similar way to positive media exposure (Davies et al., 2004). According to studies, the credibility of web-based networking media is characterized by network interest, teamwork, and individualized content placed by web crawlers (Chandler & Munday, 2016). A prior report stated that an organization’s integrity is a valued asset that needs to be protected. Typically, a company’s integrity can be defined as the members’ candid assessment of it (Lee & Van Ryzin, 2019).

Additionally, the board recommends that the company pay attention to reputational risk and, as a result, develop proactive systems to handle each case separately. Furthermore, top-down and bottom-up management of an organization’s image is needed (Ludzay & Leible, 2022). Top-down means that top management must direct and organize lower-level staff behaviour and that lower-level leaders must inform top management about existing patterns, problems, and circumstances (Horn et al., 2015). An organization must methodically design potential procedures in this area given the speed at which opinions are spread online. The client may be even more accessible to lower-level employees, which suggests the need for backup communication to alter the executive’s programs’ current trust (Park & Rogan, 2019).

2.2. Social media (SM)

Social media is a collection of Internet-based services that were developed using the ideological and technical tenets of Web 2.0 (Abu-AlSondos et al., 2023; Wang & Kim, 2017). Users of Levina and

Arriaga's (2014) social network identities can create and distribute user-generated content with no time or space restrictions. By providing two-way communication networks, SM, unlike traditional media, adopted a modern networking paradigm for organizations. Devices that produce information, Devices that retrieve information, and Individuals who utilize information for both professional and personal purposes make up the three elements of SM (Carr & Hayes, 2015). These social networks offer search and privacy tools to their users. Users can also compile a list of other users they connect and chat with (Greenhow & Galvin, 2020).

Businesses utilize SM as a way to communicate with their partners. Because of this, businesses are utilizing SM more frequently to promote cooperation among staff members and other stakeholders (Naeem, 2020). SM apps like Facebook, social networking sites and LinkedIn will be used by businesses to engage their clients in ongoing conversations (Pianese & Belfiore, 2021). Additionally, businesses use SM to advertise their goods and services in an effort to expand their clientele. Businesses utilize a variety of social network services for professional purposes, including Facebook, WhatsApp, YouTube, Twitter, blogs, Skype, and photo-sharing websites. Additionally, a small percentage of firms use podcasts, Second Life, and Pinterest, whereas some use specialized social networks like "Yammer" for connectivity (Pavithra & Deepak, 2020).

2.3. Organizational memory (OM)

The knowledge that the company has maintained and that it can utilize to make decisions is known as OM. According to (Adobor et al., 2019), it is learned from prior contacts. OM's temporal processes for acquiring, analyzing, and storing information are a complex phenomenon that goes well beyond data collection and storage (Olszak & Mach-Król, 2018). Internalized data must be maintained as business intelligence and kept accessible. An agency cannot manage all the data as a result of this. The availability of the management skills required to keep the information safe as well as the accuracy of the information affected the actors' decisions (Alqaraleh et al., 2022; Jawabreh, Mahmoud, et al., 2023; Jawabreh, Qaddhat, et al., 2023; Saleh, Jawabreh, Al Fahmawee, et al., 2023).

To swiftly obtain data and transform it into meaningful information at the time when a choice is made, organizations would need consistent collection and retrieval processes. Organizations are becoming more conscious of the fact that one of the most crucial factors in being competitive in the market is experience acquired over time (Abu-Faraj et al., 2023; Al-Tarawneh et al., 2023; Alhaj et al., 2023). However, the bulk of this knowledge is not acquired by the corporation because a large portion of it is retained by individuals or lost over time (Ahmad et al., 2019). According to Sen et al. (2023), OM is a concept that refers to collections of data, knowledge, and memories that have been passed and used inside an organization over the course of its history.

3. RESEARCH METHODOLOGY

3.1. Research instrument/operationalization of constructs

It was determined to use and alter a survey tool. Social media, organizational memory, and hotel prestige were all obtained, respectively (Cetinkaya & Rashid, 2018). The data came from travellers staying in hotels in Amman, Jordan. The final questionnaire had a total of 28 items, 7 of which were related to SM, 12 to OM, and 9 to HR. To boost the study's redundancy and sacredness, the authors suggested using a seven-point Likert-type scale (Alqaraleh et al., 2020). The questionnaire was also subjected to a pilot analysis, which involved 50 participants who had stayed in hotels in Amman, Jordan. The results of the pilot study supported the reliability and validity of the final questionnaire despite minor changes to its phrase form. Between August 2022 and June 2023, a study on the impact of SM and organizational memory on HR was carried out.

3.2. Sample design and data collection

To determine how SM and OM affect HR 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 in order to achieve this goal. Maintaining the accuracy and rigour of any analysis depends on selecting the proper sample size. To calculate the necessary sample size in a partial least squares structural equation modeling (PLS-SEM) investigation, Hair et al. (2019) suggest utilizing the 10 times law, which was first proposed. This regulation states that the minimum sample size is equal to "ten times the largest number of structural paths directed at a given build in the structural model" (Hair et al., 2017, p. 448). According to the 10 times rule requirement, the structural model of this study has six components (two independent and one dependent variable), and the minimum sample size should be 50 respondents. We did, however, adhere to more exacting standards. Additionally, the sample size for this study was determined by analyzing earlier, comparable studies and taking advice from other researchers (Farooq & Radovic-Markovic, 2017). A self-administered survey questionnaire was used to gather data. A proportional sample technique was used to distribute 600 surveys throughout the hotels in Amman, Jordan. A total of 325 responses were obtained, with a response rate of 53.67 per cent.

3.3. Analytical method

SmartPLS version 3.2.3 and SPSS Statistics version 24.0 were used to analyze the data. Because it can take into consideration all types of estimating models, including reflective and formative models, that are included in the suggested notion of this research, a variance-based PLS-SEM approach was chosen. Covariance-based structural equation modelling (CB-SEM)/Analysis of a Moment Structures (AMOS), on the other hand, is often limited to transparent models. Farooq and Radovic-Markovic (2017) used PLS-SEM to validate the unified theory of acceptance and use of technology (UTAUT) model (i.e., an enhanced version of the unified theory of

acceptance and application of technology) in a recent review that was pertinent to the topic. PLS-SEM was used as well because it can estimate causal interactions simultaneously across all latent constructs when coping with incorrect structural model calculation.

Furthermore, PLS-SEM is the greatest fit for our study because it is causal in nature (Farooq & Radovic-Markovic, 2017) In accordance with the suggestions made measurement models were tested separately up until the structural model was assessed. Multiple tests (such as the common-method variance bias test, the non-response bias test, data filtering for missing values, etc.) were conducted prior to the PLS-SEM investigation to guarantee the validity and reliability of the conceptual model and the quality of the data.

4. RESULTS AND DISCUSSION

The one-factor test is used in this study to examine any bias caused by common-method variance among the variables (Harman, 1976). The researchers used the guidance and methods offered by Harman (1976) one-factor test. Both measurement scale objects were placed into a principal component analysis with varimax rotation in order to search for any single factor signals in the factor analysis results. The rotation converged in five iterations after six distinct variables (SM, OM, and HR) were extracted from 22 computation structures. These findings provide credence to the assertion that this study was free from common method variance (CMV) bias.

Table 1. The assessment for 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	10.887	45.364	45.364	10.887	45.364	45.364
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

4.1. Non-response bias test

This investigation uses the extrapolation approach to check for response bias. Extrapolation, which compares early and late respondents for probable population differences and mean values of other major components, is the strategy that is most frequently utilized (Armstrong & Overton, 1977). For this reason, the responses to the first 50 and last 50 questionnaires were compared using an impartial sample t-test. The results of the independent sample t-test (first 50 respondents vs. last 50 respondents) revealed that there was no significant difference between the mean values of the two classes at the 0.05 level. Due to the fact that the independent sample t-test revealed no significant difference between the replies of the two groups, non-response bias was not a concern in this investigation.

4.2. Data screening and pre-analysis

A detailed review method was carried out as part of the planning phase for data processing. Data were checked for anomalies, missing information, demographic details, and any statistically significant departures from the norm. To deal with the few missed values that were there, the mean substitution method, which is typically recommended, was used. This alternative is a built-in feature of SmartPLS that substitutes the average of all the data points for missing data points for the same predictor. One of the most sought-after advantages of the mean replacement strategy is that, unlike list-wise and pair-wise deletion, it keeps the average values of all variables without affecting our sample size.

4.3. Analysis of measurement model

The conceptual model of this work employs formative and reflective estimating techniques. HR is one of the three cumulative variables with a formative measurement paradigm, while SM and OM are the other two. In contrast to formative

measurement models, reflective measurement models have different statistical estimation criteria. Since formative measurement, scale objects are likely to reflect a single cause and are not naturally highly connected with one another internal precision is undesirable in formative measurement models.

While reflective calculation model pieces must be correlated and show large outside loading values (Haile, 2022). The opposite is true. Both reflective and formative calculation models were put through independent tests for the goals of this inquiry. Both reflective measurement models were evaluated for construct reliability and validity using standards, while formative measurement models (such as HR) were examined for convergent validity and discriminant validity using the same guidelines. Beginning with the evaluation of reflecting measurement models (outer models) this subsection will examine the analysis of measurement models.

4.4. Analysis of reflective measurement models

Using criteria from Park and Rogan (2019), the components of reflective estimation frameworks (SM and OM) were separately analyzed. In order to assess the reflective measurement models, the reliability and validity of both constructs were examined. In accordance with the findings, both constructs had factor loading values between 0.70 and 0.90, which is regarded as adequate. Additionally, the composite reliability (CR) and Cronbach's alpha values of both constructs were assessed; both were higher than Cohen's crucial 0.70. Both structures' average variance extracted (AVE) values exceeded the Hair et al.'s (2017) threshold value of 0.50. The entire validity and reliability results for each concept are displayed in Table 3. Additionally, as shown in Table 3, the Fornell-Larcker criteria were used to evaluate the discriminant validity. The bolded portion of Table 4 square root of AVE, which is greater than the rough correlation values, demonstrates

the discriminant validity of the constructs used in the suggested measurement models.

Overall, these findings meet all criteria for evaluating the dependability and long-term durability of reflecting measuring techniques. Also computed was the hybrid technology multithreaded (HTMT) correlation ratio, which is proposed as a novel method for examining the discriminant validity of measurement model structures. A potential issue with discriminant validity is indicated by an average HTMT value above 0.85. Discriminant validity was not an issue because every HTMT result in our sample was well below the cutoff of 0.85. The cross-loading values of the indicators for reflective constructs were examined in a further test of the discriminant validity of reflective measurement models.

Indexes of reflective measurement models should have the largest loading on their own corresponding latent framework in comparison to other constructs in the structural model (Farooq & Radovic-Markovic, 2017). A comprehensive list of cross-loading values for each metric used in the frameworks of reflecting measurement models can be found in Table 5. In reflective measurement models, all indicators (measurement scale items) have a higher loading on their respective underlying latent construct than any other construct, as shown by the results in Table 5. As a result, these findings satisfy the cross-loading assessment criterion and offer adequate proof of the discriminant validity of the reflective measurement models. The discussion now switches to the assessment of the formative measuring methodology for the study, which is HR.

Table 2. Validity and reliability of latent constructs

	<i>Cronbach's alpha</i>	<i>CR</i>	<i>AVE</i>
<i>Organizational memory</i>	0.910	0.927	0.614
<i>Social media</i>	0.906	0.928	0.681

Table 3. Fornell-Larcker criterion analysis discriminant validity

	<i>Organizational memory</i>	<i>Social media</i>
<i>Organizational memory</i>	0.784	
<i>Social media</i>	0.748	0.825

Table 4. Heterotrait analysis discriminant validity

	<i>Organizational memory</i>	<i>Social media</i>
<i>Social media</i>	0.799	-

Table 5. Cross loadings among reflective measurement scale items

	<i>Hotel reputation</i>	<i>Organizational memory</i>	<i>Social media</i>
<i>HR1</i>	0.837	0.556	0.772
<i>HR2</i>	0.759	0.513	0.699
<i>HR3</i>	0.836	0.622	0.762
<i>HR5</i>	0.836	0.578	0.768
<i>HR6</i>	0.781	0.574	0.713
<i>HR7</i>	0.805	0.643	0.729
<i>HR8</i>	0.869	0.665	0.791
<i>HR9</i>	0.779	0.588	0.710
<i>OM1</i>	0.540	0.759	0.547
<i>OM11</i>	0.783	0.725	0.783
<i>OM2</i>	0.537	0.842	0.556
<i>OM3</i>	0.572	0.844	0.609
<i>OM4</i>	0.462	0.763	0.490
<i>OM7</i>	0.483	0.762	0.494
<i>OM8</i>	0.487	0.738	0.487
<i>OM9</i>	0.560	0.826	0.583
<i>SM2</i>	0.696	0.572	0.804
<i>SM3</i>	0.761	0.666	0.831
<i>SM4</i>	0.766	0.559	0.825
<i>SM5</i>	0.75	0.639	0.802
<i>SM6</i>	0.797	0.638	0.870
<i>SM7</i>	0.752	0.628	0.818

4.5. Analysis of formative measurement models

Formative constructs are evaluated differently than reflecting constructs. This justification claims that while all formative measurement models are likely to reflect an independent trigger for the underlying latent framework, formative measurements do not have a high association among measurement scale items. Convergent validity measurement is also carried out differently for formative measurement models (Ahmad et al., 2019). One formative measuring model – HR – is used in this study, as was mentioned in the section above. By calculating the route coefficient (correlation) between HR-formative and HR-reflective formative structures, convergent validity was evaluated. To evaluate the convergent validity of formative structures, the correlation between formative and reflective structures should be 0.80 or higher.

The findings demonstrate that the conditions established by Greenhow and Galvin (2020) are met because the route coefficient values between HR-formative and HR-reflective are higher than the cutoff point of 0.80. As a result, we can say that the convergent validity of our formative estimate model (HR) is very strong. To ascertain the relative importance of indicators for their underlying latent build, formative indicator outer weights (relative value) were also analyzed. A complete list of the outer weights for each component utilized in the formulation of the formative model of customer happiness can be found in Table 6. The significance of these outside weight values was also assessed using the standards of Farooq and Radovic-Markovic (2017).

The findings demonstrate that all measures in the formative measurement approach have significant and upbeat outer weight values. It proves that every formative measurement model metric has adhered to the guidelines for establishing its significance and meaning. The applicability of formative constructs is determined based on

the aforementioned analysis, and a comprehensive evaluation of reflective and formative measurement models produces satisfactory findings, enabling the structural model to be evaluated. The analysis then moves on to the portion that evaluates the structural model (inner model).

Table 6. Outer weights of items involved in formative constructs

	Outer weights	T-statistics (O/STDEV)	P-values
HR1 -> Hotel reputation	0.837	53.526	0.000
HR2 -> Hotel reputation	0.759	33.512	0.000
HR3 -> Hotel reputation	0.836	49.25	0.000
HR5 -> Hotel reputation	0.836	50.625	0.000
HR6 -> Hotel reputation	0.781	37.53	0.000
HR7 -> Hotel reputation	0.805	28.482	0.000
HR8 -> Hotel reputation	0.869	60.116	0.000
HR9 -> Hotel reputation	0.779	36.475	0.000

4.6. Analysis of structural model

The total explanatory power of the structural model's constructs was assessed using the R² value, the statistical significance of the Q² value, and the path coefficient-values. The performance of the structural model is shown in Figure 1. These results demonstrate that the suggested model, with

R² = 0.829, has an explanatory capacity of 82.90% for HR. Additionally, H1 is supported by the positive and significant association between OM and HR (0.102; t-value = 3.585; p-value = 0.000). The relationship between SM and HR is also supported by H2 (0.832; t-value = 31.539; p-value = 0.000). These findings are summarized in Table 7.

Table 7. The path coefficients

	Original sample (O)	Standard deviation (STDEV)	T-statistics (O/STDEV)	P-values
Organizational memory -> Hotel reputation	0.102	0.028	3.585	0.000
Social media -> Hotel reputation	0.832	0.026	31.539	0.000

Figure 1. The standardized result

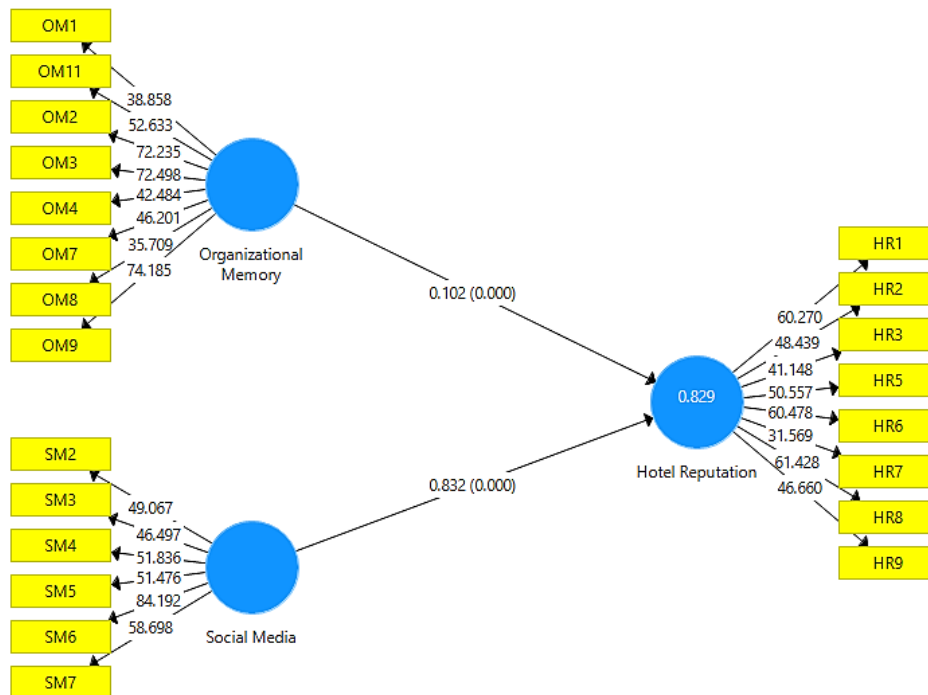


Figure 2. The statistical relevance of the Q^2 value

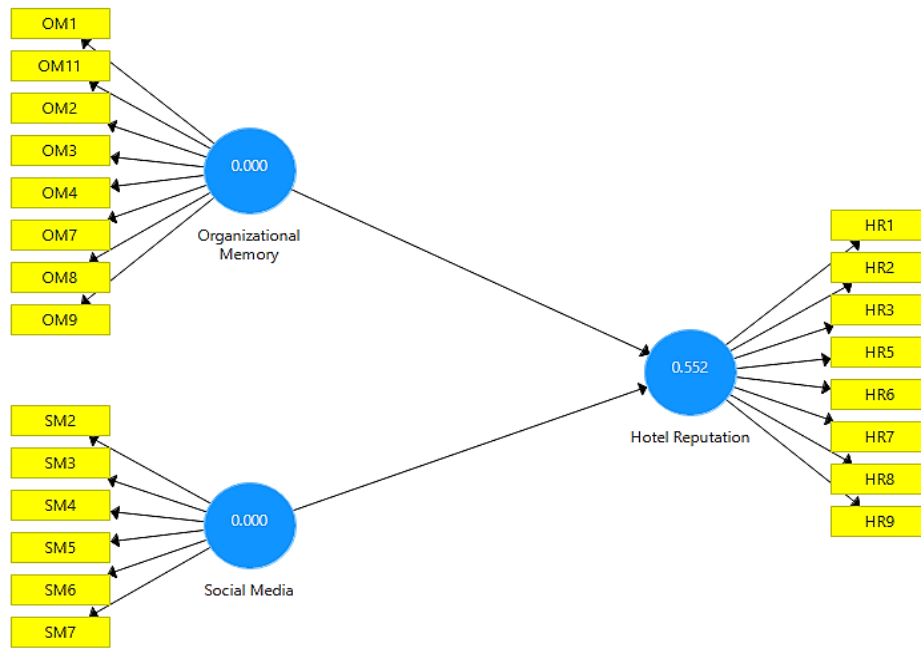


Figure 1's R^2 value for our structural model, which is 0.829, shows that the suggested computational model has enough explanatory power. Here, caution is urged because using the R^2 value alone to support a model is not an effective tactic (Farooq & Radovic-Markovic, 2017). As a result, the predictive relevance of the structural model was assessed using Geisser's (1974) Q^2 test. The latent exogenous constructs of the structural model have predictive validity for the latent endogenous constructs if the Q^2 value is greater than zero (Hair et al., 2017). The Q^2 value of our model, which is displayed in Figure 2 at 0.553, supports the primary hypothesis of this work, according to which the endogenous construct (HR) incorporated in it has strong predictive relevance. We also looked into any potential collinearity issues with each construct. Collinearity was not a concern for our inquiry, according to the findings. Overall, predictive relevance for our proposed structural model is a result of this. The evaluation of the Goodness of Fit (GoF) value is given in the part that follows the discussion of the importance-performance map analysis (IPMA). The Q^2 value of our model, as shown in Figure 2, supports the study's main premise that the endogenous concept (in this case, HR) has strong predictive relevance. It is equal to 0.552. Any build was additionally checked for potential collinearity. The data show that collinearity was not a concern in our study. As a result, the overall predictive relevance of our suggested structural model is attained. The discussion of the IPMA study is now followed by an assessment of the GoF score in the following section.

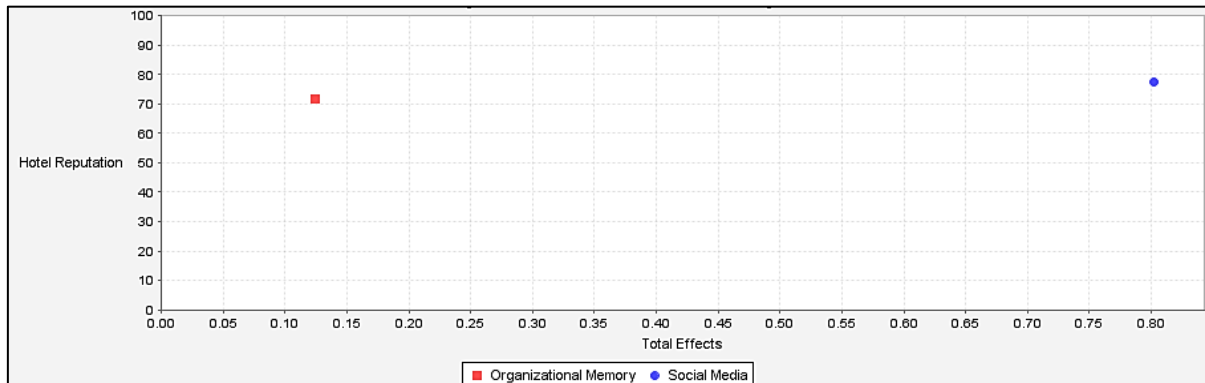
4.7. Importance-performance map analysis (IPMA)

The PLS-SEM computational method known as IPMA, sometimes called value performance matrix analysis or priority map analysis, extends the conventional path coefficient measurements graphically and in a more realistic manner (Ringle & Sarstedt, 2016). In IPMA, the terms "significance" and "success" (i.e., the entire effect of previous constructs in predicting a target construct and represented by average latent variable scores) are contrasted. Finding successors with low performance but high priority for the desired constructions is the goal of IPMA (Hair et al., 2019). In our study, OM and SM are two successor constructions that project HR, which is a goal construct. For this analysis, we used IPMA, and the results are displayed in Figure 3. According to the lower right corner of the significance performance chart, which gives "social networking" the highest relevance score of 0.802 (*ceteris paribus*), if Jordanian hotels raise their SM performance by one-unit point, their entire HR will grow by 0.802 levels. Jordanian hotels also had the lowest OM output, scoring 71.748, indicating that there is still a lot of opportunity for improvement in these areas. For the readers' convenience, Table 8 gives a thorough set of importance-performance values.

Table 8. IPMA for hotel reputation

Latent variable	Performances	Importance
Organizational memory	71.748	0.124
Social media	77.447	0.802

Figure 3. IPMA for hotel reputation



4.8. Goodness of Fit (GoF)

The R2 value is frequently employed to evaluate the model’s explanatory power because PLS-SEM does not offer overall GoF indices (Hair et al., 2019). The GoF index for PLS-SEM, a diagnostic tool created by Tenenhaus et al. (2005), was used to evaluate the model’s fit. The GoF is calculated by computing the geometric mean value of the average communality score (AVE values) and the average R² values (for endogenous components):

$$GoF = \sqrt{AVE \times R^2} \tag{1}$$

Wetzels et al. (2009) offered the following cut-off values for assessing the GoF research results, but Tenenhaus et al. (2005) did not include any cut-off values for the aforementioned GoF index: GoFsmall = 0.1; GoFlarge = 0.36; GoFmedium = 0.25; and GoFlarge = 0.36. Hair et al. (2019) claim that a parsimonious and reasonable model has a strong model fit. The GoF index for the model in this investigation was determined using the guidelines from Park and Rogan (2019), and is displayed below. It has been found that all models (measurement and structural) are accurate as a result of a careful analysis of both types of models. Additionally, these results demonstrate that the theoretical model for the investigation has significant explanatory and predictive power.

$$GoF = \sqrt{AVE \times R^2} = \sqrt{0.672 \times 0.829} = \sqrt{0.557} = 0.746 \tag{2}$$

Table 9. Evaluating GoF

	AVE	R ²
Hotel reputation	0.672	0.829
Organizational memory	0.614	
Social media	0.681	

5. CONCLUSION

Even while social networks have power, businesses of all sizes are still confused about how to build truly engaging consumer relationships, according to the research. Although this may seem alarming, it has long been known that most people do not appreciate the increasing importance of SM. This study focused on Jordan and examined how SM and OM affected HR. The majority of research in the literature, however, has concentrated on SM use

from the standpoint of consumers rather than from that of companies, particularly hotels.

By suggesting a SM model and analyzing it with data from 325 customers as a snapshot of recent technological advancements, our research fills the theoretical gap. The model, which illustrates the significant effects of SM characteristics, is a scientific advance for the SM literature from the perspective of organizations. The analysis’ findings confirmed the theories. This result is in line with earlier studies. For instance, Kietzmann et al. (2011) found that an organization’s popularity, which is accounted for by social network interaction and functional linkages, has a favourable effect on its image. It is expected that the increased visibility provided by social networking sites will lead to strengthened consumer-business relationships, more traffic to company websites, the discovery of new business opportunities, and the expansion of existing products and brands (Abu-AlSondos et al., 2023; Abu-Faraj et al., 2023; Saleh, Jawabreh, Jaber, et al., 2023).

Similar findings were made by Odoom et al. (2017), who found that SM use significantly and positively affect organizational success. Alananzeh et al. (2023), Jahmani et al. (2023), Jawabreh et al. (2022) found that online exposure has a favourable effect on sales growth in the hotel industry. According to Table 3, H2’s p-value of 0.991 indicates that it is not significant. According to the analysis’s conclusions, the profitability of hotels is not much impacted by editability. This is a surprising discovery because we would anticipate hotels to use the SM sites’ editability features to quickly communicate with potential customers. The results go against some earlier studies, which suggested that SM’s potential to be edited did affect how people see a company. Examples include the finding of Zhang et al. (2014) that technological aspects in SM networks boost user engagement. Similar to this, Odoom et al. (2017) claimed that consumer interaction on SM improves an organization’s reputation. Using SM to communicate with clients has been shown to boost efficiency in other contexts as well (Abu-AlSondos et al., 2023). However, it is likely that the hotels’ reputations were impacted by editability because they used technologies to respond rapidly but not to the point of ensuring high-quality client satisfaction. Excessive use of SM by hotels has the risk of distracting staff from their primary mission (Jawabreh et al., 2022).

This is supported by research Pavithra and Deepak (2020), who discovered that improving

consumer interactions across SM platforms had a positive impact on how SM was used by companies as a whole. Although editability can improve hotel SM usage, it has no real impact on the establishment's reputation. The results of the investigation show that association has a big and big impact on a hotel's reputation. This finding seems to be in line with findings from other studies. Garrido-Moreno and Lockett (2016) noted that the major benefits of establishing a SM association for hotels are improved image and closer customer relationships. Similar to this, Schaupp and Bélanger (2014) discovered that using SM to develop relationships with clients has a number of advantages. Building a relationship with potential customers will help businesses increase their client base while also enhancing brand satisfaction and reputation, claim (Kietzmann et al., 2011).

This study has broad strategic ramifications; it gives hotel owners and managers knowledge they may use to influence or maximize SM's potential advantages. This paper demonstrates the significance of hotel SM attributes including popularity, editability, and affiliation in shaping the hotel's brand. A robust SM presence needs careful consideration of how to maximize it. This has to be done deliberately. Hotel managers must be clear about their SM objectives and designate a skilled team of employees to create marketing e-posters, regularly update material, and respond to consumer comments. Being accessible on SM is harder than it would seem, claim (Taneja & Toombs, 2014). In order to increase their exposure, hotels would find it challenging to regularly engage in SM networking if they lacked the necessary resources, such as skilled staff and Internet technologies. SM offers the chance to include reviews and ratings into hotel accounts. By giving customers a virtual experience and utilizing the excellent technology, application, and strategic resources of SM, hoteliers may gain brand and product supporters. As a result, web experiences for customers will become more effective and engaging, possibly raising booking rates and sales revenues.

This study provides an important contribution to our understanding of the impact of SM and

organizational memory on hotels' reputations. We provide insight into the methods by which SM platforms might enhance or lessen the influence of organizational memory on HR by investigating the interaction between these two factors. The findings emphasise the necessity of successfully leveraging SM to exploit positive organizational memory and mitigate potential negative impacts. This study can help hotel managers and practitioners establish methods to improve their reputation management efforts in the digital era.

The first restriction is that the current study only examined social network drivers in organizations over a particular time period, and therefore causal conclusions across constructs are not possible due to the use of a "cross-sectional sample design" in the study. The second limitation is the generalizability of the proposed model. The findings may not be applicable to other nations because the data only came from one specific country, Jordan. It will be impossible to assess how generalizable the results of this study are to other countries without additional research. Additionally, data from the hospitality sector was acquired. As a result, each sector should be taken into account separately when extrapolating the findings to other sections of the industry. Therefore, similar future research should widen the scope of this study to include organizations from various industries and nations.

It is critical to recognise the limitations of this study on the impact of SM and organizational memory on HR. To begin, the study was limited to a single geographic location and may not be reflective of global trends. Furthermore, the study relied heavily on self-reported data from hotel executives and online evaluations, which may introduce bias and subjectivity. Furthermore, the investigation did not take into consideration other external elements that could influence the hotel's reputation, such as competition, financial circumstances, and marketing methods. Future research could go deeper into these elements to provide a more thorough knowledge of the complicated interaction between SM, organizational memory, and hospitality reputation.

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