

## **The Influence of Digital Marketing on Innovative Performance with Knowledge Sharing as A Mediation Variable In Five Star Hotels**

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### **ABSTRACT**

The internet penetration rate has had an average user growth rate of 62.5 % per year. Ace 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, as well as test the role of knowledge sharing as a mediating variable in Corinthia Hotel Tripoli. The paradigm chosen by the researchers in this study is post-positivism. The method of this research is quantitative research. This research sample are 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. This study use SmartPLS software to analyze data. The results of the study show that digital marketing has a positive effect on knowledge sharing, knowledge sharing has a positive impact on innovative performance, digital marketing positively influences innovative performance and knowledge sharing mediates the relationship between digital marketing and innovative performance, which emphasizes that the impact of digital marketing on innovation is enhanced when it facilitates effective knowledge sharing.

**Keywords:** *Digital Marketing; Knowledge Sharing; Innovative Performance*

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### **INTRODUCTION**

The internet penetration rate has had an average user growth rate of 62.5 % per year. Ace 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. This is tremendous increase is likely to grow, particularly with the availability of favorable factors represented by the spread of modern technological tools and smart devices, the expansion of the geographical scope of internet networks around the world, the rapid technological development, and the emergence of fifth-generation systems. In addition to digital transformation in both the public and private sectors for security, health, economic and control reasons when hotels go digital transformation has become no longer an option (Zachlod, Samuel, Ochsner, & Werthmüller, 2022).

Electronic business, also known as e-business, has become increasingly prevalent in five-star hotels as they seek to leverage digital technologies to enhance operational efficiency, improve guest experiences, and increase revenue streams. In the context of luxury hospitality, e-business encompasses a wide range of electronic transactions, communications, and interactions conducted between hotels, guests, suppliers, and other stakeholders. One of the key aspects of e-business in five-star hotels is online reservations and booking systems. Hotels utilize advanced booking engines and online travel agencies (OTAs) to streamline the reservation process, allowing guests to book rooms, make dining reservations, and arrange for additional services with ease. This not only enhances convenience for guests but also enables

hotels to optimize room occupancy and revenue management strategies (Alammary, Sheard, & Carbone, 2014).

Moreover, e-business facilitates personalized marketing and customer relationship management (CRM) in luxury hotels. Hotels employ customer relationship management systems to capture guest preferences, behavior, and feedback, allowing them to tailor marketing messages, promotions, and services to individual guest needs. This personalized approach not only enhances guest satisfaction but also fosters long-term loyalty and repeat business. Furthermore, e-business plays a crucial role in revenue management and distribution strategies for five-star hotels. Hotels utilize electronic channels such as global distribution systems (GDS), online travel agencies, and direct booking platforms to maximize room revenue and optimize pricing strategies in real-time. This dynamic pricing approach allows hotels to respond to market demand fluctuations and adjust room rates accordingly, thereby maximizing revenue potential. Additionally, e-business facilitates operational efficiency and cost savings through the automation of processes and workflows. Hotels leverage property management systems (PMS), point-of-sale (POS) systems, and integrated enterprise resource planning (ERP) solutions to streamline operations, improve inventory management, and enhance communication between departments. This results in reduced administrative overheads and enhanced productivity, allowing hotels to focus on delivering exceptional guest experiences.

Digital marketing encompasses a wide range of online strategies and platforms used by hotels to reach and engage with customers, including social media marketing, search engine optimization (SEO), content marketing, email marketing, and online advertising. These digital channels provide hotels with unprecedented opportunities to target specific market segments, personalize marketing messages, and measure the effectiveness of marketing campaigns in real-time. As a result, digital marketing has become an essential tool for enhancing brand visibility, driving customer engagement, and increasing sales in the highly competitive hospitality industry (Dwivedi et al., 2021).

Digital marketing strategies and platforms play a crucial role in facilitating knowledge sharing among employees, thereby fostering innovation, enhancing service quality, and improving overall performance. Digital marketing channels provide hotels with the means to collect and analyze vast amounts of data, including customer feedback, market trends, and competitor insights. This wealth of information serves as valuable knowledge assets that can be shared across departments and levels of the organization. For instance, social media platforms allow hotels to engage directly with guests, gather feedback, and identify emerging preferences or issues, which can then be shared with relevant departments such as marketing, operations, and customer service to inform decision-making and improve service delivery (Giritli, Öney-Yazıcı, Topçu-Oraz, & Acar, 2013).

Digital marketing encourages collaboration and communication among employees by breaking down silos and facilitating information exchange in real-time. For example, collaborative tools such as project management software, internal social networks, and virtual meeting platforms enable employees to share ideas, best practices, and resources regardless of geographical location or hierarchical position. This free flow of information promotes a culture of knowledge sharing where employees feel empowered to contribute their expertise and learn from others. Digital marketing initiatives often involve training and development programs aimed at enhancing employees' digital skills and knowledge. These programs not only improve employees' proficiency in utilizing digital marketing tools and techniques but also foster a deeper understanding of industry trends, consumer behavior, and market dynamics. As employees become more digitally literate, they are better equipped to generate innovative ideas, adapt to changing market conditions, and contribute to the overall success of the organization (Gursoy & Chi, 2020).

Digital marketing strategies and technologies offer hotels various opportunities to enhance their innovative performance by leveraging data-driven insights, personalized experiences, and innovative promotional techniques. Digital marketing enables hotels to gather vast amounts of data on guest preferences, behaviors, and market trends through various channels such as social media, website analytics, and online booking platforms. By analyzing this data, hotels can identify emerging trends, anticipate guest needs, and tailor their offerings accordingly (Dimitrios, Ioannis, Angelos, & Nikolaos, 2023).

Digital marketing empowers hotels to deliver personalized experiences that resonate with individual guests, thereby enhancing customer satisfaction and loyalty. Through targeted advertising, email marketing campaigns, and personalized recommendations, hotels can engage guests on a personal level and create memorable experiences that drive repeat business and positive word-of-mouth referrals. This personalized approach not only fosters guest loyalty but also encourages innovation by encouraging hotels to continuously refine and customize their offerings to meet the unique needs of their guests. Furthermore, digital marketing facilitates experimentation and innovation by providing hotels with a platform to test new ideas, concepts, and promotions in real-time (Zhu & Gao, 2019).

The innovative performance of hotels refers to their ability to introduce new products, services, processes, or business models that create value for customers and differentiate them from competitors. In the context of digital marketing, innovative performance can be enhanced through various means, such as the development of innovative digital marketing strategies, the adoption of emerging technologies to enhance the guest experience, and the implementation of data-driven decision-making processes. For example, hotels can leverage customer data obtained through digital marketing channels to identify emerging trends, anticipate customer needs, and tailor their services accordingly (Makrides, Vrontis, & Christofi, 2020).

Knowledge sharing plays a crucial role in facilitating innovation within organizations by enabling the transfer of tacit and explicit knowledge among employees. In the context of five-star hotels, effective knowledge sharing can lead to the generation of new ideas, the dissemination of best practices, and the development of a culture of innovation. Digital marketing can serve as a catalyst for knowledge sharing by providing employees with access to information and resources, facilitating communication and collaboration across departments, and encouraging a culture of continuous learning and experimentation (Chua, Karim, Lee, & Han, 2020).

Knowledge sharing is a critical factor influencing innovative performance in five-star hotels, as it facilitates the generation, dissemination, and utilization of new ideas, best practices, and insights across the organization. By fostering a culture of knowledge sharing, hotels can enhance their ability to innovate and differentiate themselves in the competitive hospitality industry. Effective knowledge sharing encourages employees to exchange information, expertise, and experiences, thereby creating a collaborative environment where innovative ideas can flourish. In the context of five-star hotels, where delivering exceptional guest experiences is paramount, knowledge sharing enables employees to identify emerging trends, anticipate guest needs, and develop innovative solutions to enhance service quality (Menaouer, Mohammed, & Nada, 2022).

Knowledge sharing promotes organizational learning and continuous improvement by leveraging the collective intelligence of employees. Through mechanisms such as formal training programs, cross-functional teams, and knowledge management systems, hotels can capture, codify, and disseminate valuable insights and lessons learned from past experiences. This institutional knowledge serves as a foundation for innovation, enabling hotels to build upon existing ideas and practices to create new value for guests and stakeholders. Knowledge sharing enhances employee engagement and satisfaction by providing opportunities for professional development, recognition, and collaboration. When employees feel empowered to

contribute their ideas and expertise, they are more motivated to innovate and take ownership of their work. This sense of ownership fosters a culture of innovation where employees are encouraged to experiment, take risks, and challenge the status quo in pursuit of excellence (Feng et al., 2021).

This research tries to explain the relationship between digital marketing and innovative performance, as well as explain the role of knowledge sharing in mediating this relationship. Research in the field of hospitality management supports the positive relationship between digital marketing and innovative performance in hotels. For example, a study by Zhu and Gao (2019) found that digital marketing capabilities positively influence innovation performance in luxury hotels in Hong Kong. The study highlighted the role of digital marketing in enabling hotels to differentiate themselves from competitors, attract new customers, and enhance service quality through innovative marketing strategies and technologies.

Research conducted in the field of hospitality management has shed light on the relationship between digital marketing, knowledge sharing, and innovative performance in the context of five-star hotels. Li and Guo (2022) examined the impact of social media marketing on innovation performance in luxury hotels in China and found a positive relationship between the two variables. The study highlighted the importance of social media platforms as a source of customer feedback and market intelligence that can inform the development of innovative marketing strategies.

Another study by Kim and Ko (2012) investigated the mediating role of knowledge sharing in the relationship between digital marketing capabilities and innovation performance in the hotel industry. The findings suggested that digital marketing capabilities positively influence both knowledge sharing and innovation performance, and that knowledge sharing partially mediates the relationship between digital marketing capabilities and innovation performance. This highlights the importance of fostering a culture of knowledge sharing within hotels to fully realize the potential benefits of digital marketing for innovation.

It can be said here that there are actually no new variables in the model constructed in this research, only that applying the model to hotels in five star hotel, Corinthia hotel, can provide insight into the model's ability to generalize to different setting contexts. The purpose of this study is to analyze the role of knowledge sharing in mediating the influence of Digital Marketing on inovative performance.

This study introduces a unique perspective by applying the relationship model between digital marketing, knowledge sharing, and innovative performance specifically in the context of five-star hotels, with a focus on the Corinthia Hotel. Unlike previous studies that predominantly explored digital marketing's general impact, this research emphasizes the mediating role of knowledge sharing in amplifying the influence of digital marketing on innovation. This novelty provides valuable insights into how luxury hotels can optimize digitalization efforts to foster innovation through effective knowledge sharing mechanisms.

The primary objective of this research is to analyze the role of knowledge sharing in mediating the influence of digital marketing on innovative performance within the luxury hospitality sector. By investigating this relationship, the study aims to provide actionable strategies for enhancing innovation capabilities in five-star hotels through the integration of advanced digital marketing practices and a culture of knowledge sharing.

The findings of this study are expected to benefit hotel managers by offering practical insights into leveraging digital marketing and knowledge sharing to achieve superior innovation outcomes. Additionally, it provides theoretical contributions to the fields of digital marketing and hospitality management by highlighting the critical intersection of these domains and their collective impact on innovative performance.

## **METHOD**

The paradigm chosen by the researchers in this study is post-positivism. Post-positivism used because positivism is the paradigm from which postpositivism originates (Maksimovic & Evtimov, 2023). Quantitative research 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 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, skill, and experience (Campbell et al., 2020). This research sample are 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 Defiition</b>	<b>Operational Definitions</b>	<b>Source</b>
Knowledge Sharing	Tupamahu (2020) state that knowledge sharing is the behavior of individuals sharing what they have learned and transferring what they know, to those who have common interests and have found useful knowledge.	<ol style="list-style-type: none"> <li>1. The knowledge shared by employees in Corinthia Hotel is relevant to the topics.</li> <li>2. The knowledge shared by employees in Corinthia Hotel is easy to understand.</li> <li>3. The knowledge shared by employees in Corinthia Hotel is accurate.</li> <li>4. The knowledge shared by employees in Corinthia Hotel is complete.</li> <li>5. The knowledge shared by employees in Corinthia Hotel is reliable.</li> <li>6. The knowledge shared by employees in Corinthia Hotel is timely.</li> </ol>	Lee (2018)
Digital Marketing	Digital marketing is an activity in the field of marketing that utilizes platforms on the internet to reach target consumers (Sukma, 2020).	<ol style="list-style-type: none"> <li>1. Assess the importance that digitalization can have on Corinthia Hotel.</li> <li>2. Corinthia Hotel has a Digital Transformation strategy.</li> <li>3. Corinthia Hotel identifies opportunities promoted by digital technologies.</li> <li>4. Learn about the tools available to digitize your business.</li> <li>5. I have sufficiently trained personnel dedicated to the digitization of Corinthia Hotel.</li> <li>6. Corinthia Hotel culture values the digitization of Corinthia Hotel.</li> <li>7. Through digital technologies, Corinthia Hotel identifies the level of employee engagement with the roles they perform.</li> </ol>	Ramírez et al. (2022)

Variables	Conceptual Definition	Operational Definitions	Source
		8. Corinthia Hotel considers that teleworking favors the development of its activity	
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).	<ol style="list-style-type: none"> <li>1. Corinthia Hotel contributes to the commercialization of new products.</li> <li>2. Corinthia Hotel contributes to the introduction of new or improved products and/or services in the market.</li> <li>3. Corinthia Hotel is concerned about introducing improvements in products and/or services.</li> <li>4. Corinthia Hotel is concerned with implementing new processes that reduce the manufacturing cycle or improve production flexibility.</li> </ol>	Ramírez et al. (2022)

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. According to Sugiyono (2018), the Likert scale is used to measure the attitudes, views and perceptions of a person or group towards 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. Each step in collecting data for analysis and determining the accuracy of the data has several steps. Researchers will explain the approach used in this research, namely Partial Least Square (PLS).

## RESULTS AND DISCUSSION

**Table 2. Respondent Profile**

	n	%
Gender		
Female	82	39,0
Male	128	61,0
Age		
<30 years	108	51,4
> 50 years	15	7,1
31 – 40 years	66	31,4
41 – 50 years	21	10,0
Education		
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 there were 61.0% (128 respondents) identifying as male and 39.0% (82 respondents) identifying as female, 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 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**

	N	Minimum	Maximum	Mean	Std. Deviation
Knowledge Sharing					
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
Digital Marketing					
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
Innovative Performance					
IP1	210	3.00	5.00	4.5190	0.11030
IP2	210	2.00	5.00	4.3429	0.28236
IP3	210	3.00	5.00	4.3857	0.18595
IP4	210	3.00	5.00	4.3476	0.24750

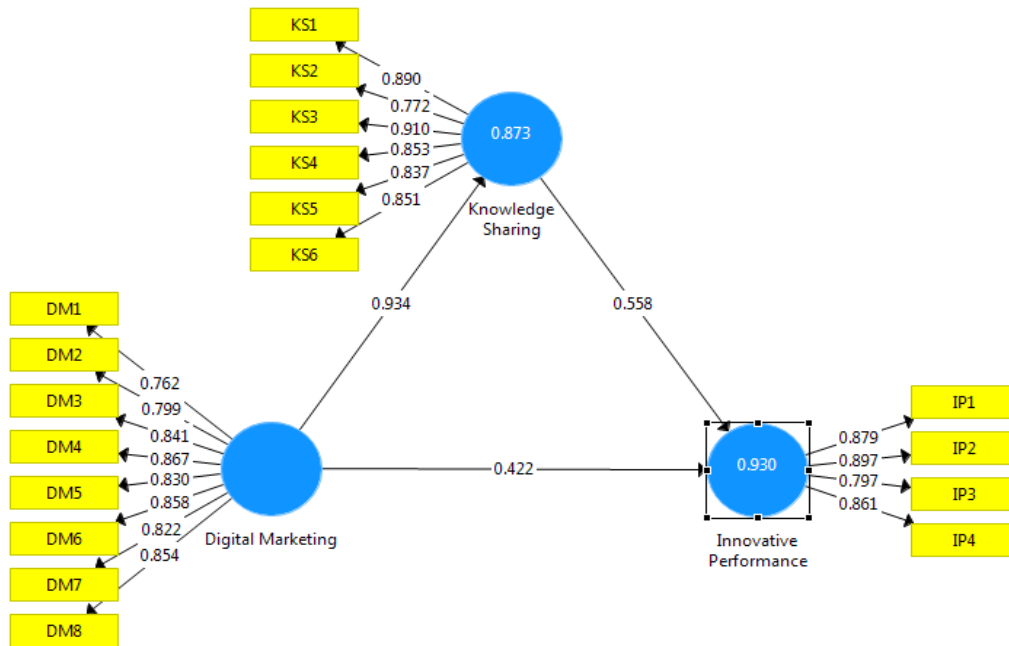
Based on Table 3. above, it can be seen that the mean scores for information sharing vary from 4.3429 to 4.4571, with all items displaying comparatively high values, suggesting that most respondents concur with the assertions regarding knowledge sharing. With the greatest mean score (4.4571) and the 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 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 1. 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, Garson (2016) 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
Knowledge Sharing		0.841	0.881	0.739
KS1	0.890			
KS2	0.772			
KS3	0.910			
KS4	0.853			
KS5	0.837			
KS6	0.851			
Digital Marketing		0.846	0.935	0.689
DM1	0.762			
DM2	0.799			
DM3	0.841			
DM4	0.867			
DM5	0.830			

Variable / Indicator	Outer Loading	Composite Reliability	Cronbach's Alpha	AVE
DM6	0.858			
DM7	0.822			
DM8	0.854			
Innovative Performance		0.819	0.925	0.728
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 were 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 are 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 statistical analysis of the relationship between variables.

**Table 5. Discriminant Validity**

Variable	Digital Marketing	Innovative Performance	Knowledge Sharing
Digital Marketing			
Innovative Performance	0.837		
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:  $\sqrt{AVE \times R^2} = \text{GoF}$ . Table 4.5 displays each indicator's AVE and  $R^2$  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:  $\text{GoF} = \sqrt{AVE \times R^2}$

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.

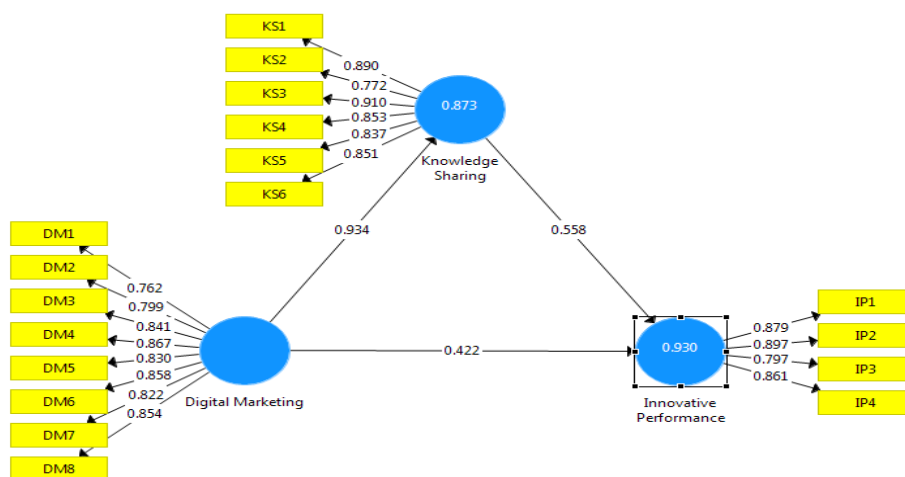


Figure 2. Inner Model(Bootstrapping)

Path Coefficients Test (Hypothesis Test)

Table 7. Path Coefficients Results

		Path Coefficients	Q statistics	Rules of thumb	P Values	Information
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 makes use of a variety of 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. 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 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. 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 via removing redundancies and enhancing resource efficiency. Rather of 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, 2023).

### **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.

Strong analytical capabilities for gathering and analyzing data on customer behavior, industry trends, and campaign effectiveness are offered by digital marketing. 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. 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, Abuhjeeleh, Darabseh, Taha, & Aljawarneh, 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. 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 has a positive effect on knowledge sharing. This finding highlights the role of digital marketing in enhancing the flow of information and knowledge within organizations. The second hypothesis is also accepted, revealing that knowledge sharing has a positive impact on innovative performance. This suggests that the exchange of knowledge within an organization directly contributes to its ability to innovate. Additionally, the third hypothesis is accepted, showing that digital marketing positively influences innovative performance. This means that organizations leveraging digital marketing strategies can improve their innovation outcomes. Finally, the fourth hypothesis confirms that knowledge sharing mediates the relationship between digital marketing and innovative performance, emphasizing that digital marketing's impact on innovation is enhanced when it facilitates effective knowledge sharing.

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