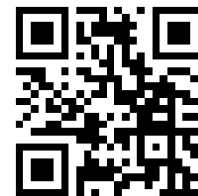


The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman



Wafa Talib Al Hosni¹, Setyawan Widarto², Salina Rasli³

^{1,2,3}Faculty of Business and Accountancy, Universiti Selangor, Malaysia.

ABSTRACT: The present study used the quantitative research approach to examine the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of content marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The present study will be used of descriptive analysis is presenting demographic variables, such as gender, age, education level, income through using frequency or percentage, mean, standard deviation, variance, etc. The present study will be applied the structural equation modeling (SEM) for examining of the casual model due to the fact that it is describing the casual mechanism of the mediating effect of competitive advantage on the relationship between digital marketing dimensions especially content marketing (CM) and recovery performance tourism. (RTP) in Oman. The study result identified that the three are significant mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of content marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The study recommends as the policy guideline for ensuring that the Omani Tourism industry has to focus more on Competitive Advantage (CA) to recovery of tourism sectors and for Recovery Performance Tourism (RTP) in Oman.

KEYWORDS: Content Marketing (CM), Competitive Advantage and Recovery Performance Tourism (RTP), Oman

1. INTRODUCTION

Tourism industries around the world are suffering and the sharp decline in the hotel operating rate during the holiday months of 2020 has not exceeded 10%, after it was around 27% in 2019, and in the years the most stable, hotel reservations exceeded 85% of their capacity, due to the Corona pandemic, many sources in the tourism sector were affected. The losses of the tourism sector were revealed by the Undersecretary of the Ministry of Heritage and Tourism in the last alharthy press conference (2018), with some details on the Omani workers in this sector who lost their jobs, and that the relevant ministry managed to keep, i.e. 5,700 workers out of a total of 11,376 workers in the tourism sector (National Center for Statistics, 2020). Awadallah (2020) added that Oman has proven during the past period its distinction and its worth in terms of taking all preventive measures and precautionary measures, which placed it at the forefront of the world's countries that we're able to confront the pandemic, noting that this distinction encourages many tourists and enhances their confidence in traveling again in Oman Atef, T. M. (2018). In turn, the general manager of the Ramada Downtown Hotel in Muscat, Ismail Ibrahim, said that one of these factors is the improvement that has begun to be noticed in the indicators of tourism at the level of the capital and the level of the state as a whole, and this confirms that the future is better for the sector amid expectations of growth in the traffic of visitors to Oman as a whole by a percentage approximately 15% during the winter season this year Alsawafi, A. M. (2016).

Statistics stated that Oman was the most attractive to museum visitors, with 1.535 million visitors in 2019, and Oman came in second place, while Tire exceeded one million visitors last year, Sohar 30.76 thousand visitors, Nizwa 15.78 thousand visitors, Salah 14.68 thousand visitors, and Al Buraimi 4.39 thousand visitors. According to data from the Statistics Center, the number of museums in the country increased from 30 in 2017, to 33 in 2018, and 34 in 2019, and the number of archaeological and historical sites reached 340 at the end of 2019. Oman pays great attention to the development of the aviation sector, given its importance in the future of tourism and other fields. Therefore, decision-makers were keen on building international airports,

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

establishing the largest and most modern airlines in the world, so that Muscat International Airport became the fastest growing in the number of passengers, as well as linking the country's airports. Hundreds of cities around the world, through Oman Air. Last year, the country's airports received 128 million passengers, while August recorded the highest number of passengers, compared to other months, and national carriers operate flights to more than 220 cities Pauceanu, A. M. (2014). In the same way, the Digital marketing widely used for fluent communication (including the Internet and interactive channels), means social communication to develop methods of marketing activities through this type of communication and exchanges with customers to attract new customers and retain professional customers, build a brand image, improve and increase sales. Thus, digital marketing can be an effective system are for the creation of information. Much depends on the objective of the researchers and the economic particularities of each country studied (Patrutiu, 2016).

2. LITERATURE REVIEW

Study summarized that there are lack of studies on the performance of Omani Digital Marketing that take into account cultural norms, and which employ competitive Advantage as mediator. The Digital Marketing studies focused on the internal and external challenges in doing business and tourism e.g., the gap between technology and tourism; problems with infrastructure, business and environmental regulations, inadequate technology and infrastructure, access to international markets and financial support, Oman is a issues, training support for tourism sector businesses, English proficiency, policy and administrative challenges and marketing and financial issues Al Balushi (2017), Bilal and Al Mqbali (2016), Spring, M., Hughes, A., Mason, K., & McCaffrey, P. (2017), Al-Harathi's (2016). While there is a range of metrics available to measure digital marketing and Tourism performance, there is a clear gap in analyzes of the impact of one on the other in the context of Omani tourism companies. Special cultural traits such as quality must be taken into account Provide a clearer assessment. In addition, there is a clear gap in the studies that do the analysis Relationship to competitive advantage as a mediating factor.

However, Mkwizu, K. H. in 2020 explored digital marketing and tourism with a focus on opportunities with a case study of Africa, motivated by developments in tourism particularly the increase in tourist arrivals and the growth of digital statistics in the digital era. The findings of this paper reveal that digital media, content, and mobile advertising are among the trends in digital marketing and, thus, affords Africa the opportunity to market its attractions to tourists in this digital era. Practical implications Other countries within Africa to adopt similar digital marketing such as digital media and creative content in order to manage the digitization of marketing activities in the tourism sector. This study explores digital marketing and tourism with a focus on opportunities for Africa as a case study by specifically examining social media marketing in relation to tourist arrivals using integrative literature review and content analysis methods (Mkwizu, 2020). In the same way, Dabas, S., et al. in 2021 aims to explore the experience of adoption of digital marketing and related tools by restaurant entrepreneurs or owners of restaurants in the UK and India and found the major changes in consumer behavior and the readiness of restaurant owners to adopt digital tools for marketing restaurant businesses. The study also probes restaurant owners' apprehensions in the process with the objective of retaining customers for a longer period. This research can potentially form the basis of further research in terms of using technology and digital tools to reach customers and create a more personalized experience for them (Dabas, Sharma, & Manaktola, 2021).

Furthermore, Foroudi, P., et al. in 2017 evaluated the relationships between digital technology, tangible/intangible assets, and marketing capabilities to gain more insight into the factors related to small- and medium-sized enterprises' (SMEs') growth in the UK and identifies the two key components of digital technology as information quality and service convenience. This study identifies the main impacts of digital technology on intellectual/physical assets. While managers and employees have specified that marketing capability is significant for organizations, there are a few other areas of concern with regard to consequences related to a company's growth, competence, and core competence, particularly in an SME's setting (Foroudi, Gupta, Nazarian, & Duda, 2017). Moreover, Greenwood, C. and M. Quinn in 2017 examined the phenomenon of digital amnesia and its influence on future tourists and findings of the phenomena of digital amnesia are established. The growth of digital platforms and the consumer's reliance is exponential. The implications for the future tourist in terms of decision making, the influence of marketing messaging, and potentially the recall and reimagining of authentic experience will be significant in the future. Subject to the signals of change, should consumer's reliance on digital platforms for the storing of information and memories continue to grow this has implications on how tourism businesses engage with their customers, influence and inform their marketing and how destinations would be reimagined based on the recall of their visitors. The trend of digital amnesia is an established and well-documented phenomenon. The development of the trend to consider the implications for the future tourism industry based on a growing dependence on digital platforms is the focus of this paper (Greenwood & Quinn, 2017). Even Hasan, M. R., et al. in 2021 examined the insights into digital consumer behavior related to Chinese restaurants by examining visual content

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

on the TripAdvisor platform. This study contributes to culinary marketing development by introducing a new analysis methodology and demonstrating its application by exploring a wide range of keywords and visual images published on the internet. Originality/value This research extends and contributes to the literature regarding visual user-generated content in culinary tourism (Hasan, Abdunurova, Wang, Zheng, & Shams, 2021).

Summary of digital Marketing that take into account cultural norms, and which employ competitive Advantage as mediator for recovery of performance tourism. The Digital Marketing studies focused on the internal and external strength in doing business and tourism e.g., literature summarized technology with infrastructure, business and environmental regulations, inadequate technology and infrastructure, has positively access to international markets and financial support, (TIWARI, P. K. (2020) Khan, S. F., Rehman, S., Khan, M. K., & Khan, M. A. (2016) Alghizzawi, M. (2019), Samuel, B. S., & Sarprasatha, J. (2016) Sayyad, S., Mohammed, A., Shaga, V., Kumar, A., & Vengatesan, K. (2018, December). The studies identified that Digital Marketing dimensions positively effects on used financial, marketing, operations, and human resource management as variables in the growth of tourism in Oman instead of DM variables (Kannan, P. K. (2017) Ransbotham, S. (2015) Alghizzawi, M. (2019), Al Balushi (2017), Bilal and Al Mqballi (2016). Social media emerged through Web 2.0 and it is completely different from traditional mass media. Traditional media services distribute content from professionals to a passive audience, whereas social media creates networks of active users who share their content with each other (Kilian, Hennigs, & Langner, 2012). Social media refers to Information Communication Technology (ICT) channels (Duffett, 2017) based on mobile and web technologies (Ahmadinejad & Asli, 2017) and can specifically be defined as: "an electronic service through which Internet users be able to create and share a variety of contents over the Internet" (PrakashYadav & Rai, 2017). Web 2.0 was introduced as a new world with new opportunities, consisting of blogs, virtual game worlds, virtual social worlds, content communities, and social networking sites (Sepp, Liljander & Gummerus, 2011). Whilst it has turned out to still be a minority activity, the part of Web 2.0 revolving around social networking sites (SNS) like social media has increased significantly over the recent years (Joiner et al., 2013). Photo sharing sites such as Instagram, social networks such as Facebook, microblogging tools like Twitter, and video creating and sharing services like YouTube (Akar & Topcu, 2011) are just some of all social media sites available for users to create their pages, communicate with friends, and exchange information they have created themselves or information found from brand-related sources (Duffett, 2017).

According to recent research conducted by Brailovskaia and Margraf (2016), over 1.5 billion people use Facebook globally, meaning that this SNS has seen tremendous growth since its inception only a little more than a decade ago. With so many users all in one digital location, the implications that Facebook use suggests for sole proprietors looking to market their services is potentially monumental. The popularity of Facebook implicitly suggests influence in a variety of venues, which are so diverse that they need to be split into categories to properly address all the methods through which Facebook has the potential for influencing the digital marketing strategies of sole proprietors. Moreover, Facebook helps to engage consumers and create brand awareness, whilst blogging is considered a good relationship tool for both marketing and PR. With high company control, if the ability to express it is right, blogging is a good way to provide important thoughts. Furthermore, the company can control their blog to a quite high level as it is usually integrated into the company's website, which makes the content easy to edit as well as enables comments to be filtered. Lastly, communities are formed with help from social media where customers become engaged and build strong relationships through brands' communities. It is also known that customers who are committed to the company through social media are more profitable than those who are not (Taiminen & Karjaluo, 2015).

However, Digital natives were raised when the Internet already existed and they are considered to be highly experienced users of social media as they constantly gather and spread information through videos and links online (Desai & Lele, 2017). The virtual social society is strongly desired by digital natives, which uses different social networking platforms to socialize. Digital natives form their characters through what they post themselves online, but also what others assess and post about them. Identification, image formation, maintenance, and boosting up young members' social assets are constantly created through social media sites like Facebook, Instagram, and Twitter (PrakashYadav & Rai, 2017). Nusair, K. in 2020 provided a comprehensive bibliometric analysis of the current state of social media literature by examining co-word network analysis and thematic keyword analysis of both scholars and hospitality and tourism journals in three sub-periods (2002-2006, 2007-2012, and 2013-2018). This research used a bibliometric analysis of social media literature in the field of hospitality and tourism by synthesizing the literature of a large sample of 601 studies over an extended period (2002-2018). Findings examined contexts, platforms, methodological approaches, and research implications during 2007-2012 has marked the start of social media as a new phenomenon in hospitality and tourism research. Interestingly, the International Journal of Contemporary Hospitality Management was a leading contributor to social media research between 2017 and 2018. The period 2013-2018 has witnessed newly emerging trends such as big data, e-tourism, green experience, and smart tourism. This study's analysis indicated that

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

few keywords in social media appeared in the maturity stage. New platforms such as Expedia, Foursquare, Flickr, Pinterest, Couchsurfing, and Twitter appeared between 2013 and 2018. Finally, this paper concluded with the proposal of a knowledge-based life cycle framework that identifies key themes related to social media research. This framework provided insights into what has been addressed in previous literature (maturity and decline stages) and reported the topics that have been under-researched (introduction and growth stages) (Nusair, 2020).

Even, Tiago, F., et al. in 2018 examined three cruise lines' social media strategies over a three-year period, analyzing the network structures involved and demonstrating the value of the STAR (storytelling, triggers, amusement, and reaction) model for enhancing social media activity. Findings Digital activity was found to vary significantly between the three cruise lines' websites and Facebook and Twitter accounts, with the companies adopting different approaches and obtaining different results. Each company tended to have its base of fans and followers, who shared a common language, reflected in the hashtags they used. The results show that cruise lines wishing to develop a content-oriented strategy that maximizes engagement in social media should share rich multimedia content that supports storytelling values and can be used on multiple platforms (Tiago, Couto, Faria, & Borges-Tiago, 2018). Finally, Sotiriadis, M. D. in 2017 summarized the academic research published between 2009 and 2016 regarding the changes in tourism consumer behavior brought about by the use of social media (SM); and suggest a set of strategies for tourism businesses to seize opportunities and deal with resulting challenges. Findings The content analysis identified three main research themes that were investigated by scholars and classified into two major categories, namely, consumer perspective and provider perspective: the antecedents (factors motivating and influencing tourists); the influence of online reviews on consumer behavior; and the impact of these reviews on tourism businesses (providers' perspective). Research limitations/implications This study is based on a literature review and outcomes reported by previous studies; hence, the suggestions are indicative rather than conclusive. Some publication sources were not included. Practical implications This paper suggests a range of adequate strategies, along with operational actions, formulated for industry practitioners in the fields of management and marketing (Sotiriadis, 2017).

The study also expected that domestic tourism would play a major role in the tourism sector's recovery from the consequences of the Covid-19 pandemic, as it was noticed during the last period that there was a high demand for hotels and local destinations by residents in Amman, and it is expected that we will witness more movement in the coming months with moderate temperatures in Country. This study identified that there are lack of resources and previous studies were scarce on the development and development of the tourism sector in Oman, in addition to that there is a lack of research that deals with determining the role of competitive advantage and its relationship to digital marketing in. Therefore, this study aims to address that research gap by investigating the impact of independent variables and the increasing influence of tourism companies on Oman's economy. The largely unrealized potential still requires studies that critically analyze its dynamics so that effective measures can be taken. To take care of it and improve it. Specifically, the space that exists for studies exploring the effects of orientation for tourism companies on digital marketing and another important medium influencing a variable in that relationship. Literature also explored that there is sharp decline in the level of tourism, confirmed by the report, which revealed that the operating percentage of hotels during the month of the holidays of 2020 did not exceed 10%, after it was in 2019 about 27%, and in the most stable years, hotel reservations covered more than 85% of their capacity, due to the Corona pandemic, many sources of the tourism sector have been affected. Therefore, it is necessary to conduct a study on the development of tourism and digital marketing in the Sultanate of Oman. Previous studies focused on the direct impact of factors affecting the development of tourism. Therefore, the study is the research and exploration of the competitive Advantage of digital marketing in Oman during the period that was set as a time frame for this research and the most important difficulties it faced and prevented from performing its role in the manner required to demonstrate digital marketing for the development of tourism in Oman. Through this research, the paper explains the most important problems coinciding with the development of the implications of digital marketing on the competitive Advantage of private marketing companies on tourism development in the Sultanate of Oman according to the Oman Vision 2040 strategy.

Especially, Study summarized that there are lack of studies on the performance of Omani Digital Marketing that take into account cultural norms, and which employ competitive Advantage as mediator. The Digital Marketing studies focused on the internal and external challenges in doing business and tourism e.g., the gap between technology and tourism; problems with infrastructure, business and environmental regulations, inadequate technology and infrastructure, access to international markets and financial support, Oman is a issues, training support for tourism sector businesses, English proficiency, policy and administrative challenges and marketing and financial issues. Thus, this study aims to address these gaps through the course of the relationship between Digital marketing and tourism performance as two independent variables. And the introduction of competitive advantage as an independent means The variant would be a pioneering step that has not been tried in previous

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

studies. Therefore, the present study will examine the to the fact that it is describing the casual mechanism of the mediating effect of competitive advantage on the relationship between digital marketing dimensions especially content marketing (CM) and recovery performance tourism. (RTP) in Oman.

The study also exploration that the competitive Advantage of digital marketing demonstrates the development of tourism in Oman. It is necessary to study the effect of the interaction between the development and performance of tourism and digital marketing and the process of competitive advantage for the development of tourism internally in Oman. Research on this issue is still lacking, as previous studies confirmed the interaction between tourism development and the characteristics of the promotional mix, driven by the urgent need to explore this issue. The study is to contribute to the debate on the impacts of tourism development, the characteristics of digital marketing, and the competitive advantage as a mediator (Schonfeld, 2019). The tourism infrastructure in the Sultanate has been formed in a way that promotes economic diversification, preserves the country's culture, and contributes to preserving the environment. Asas seeks to achieve the value of the tourism sector, which is estimated at 20 billion US dollars. Work is also underway to develop this sector into a sustainable economic and social sector in a way that reflects the cultural heritage of the Sultanate and the spirit of traditional hospitality (Schonfeld, 2018). Therefore, it is necessary to conduct a survey on the development of tourism and digital marketing in the Sultanate of Oman. This study also focuses on the relationship between tourism performance and digital marketing as a competitive advantage in Oman. present study used the quantitative research approach to examine the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of content marketing (CM) and Recovery Performance Tourism (RTP) in Oman.

3. METHODOLOGY

The present study used the quantitative research approach to examine the mediating effect of competitive advantage on the relationship between digital marketing dimensions of content marketing (CM) and recovery performance tourism. (RTP) in Oman. The present study will be used of descriptive analysis is presenting demographic variables, such as gender, age, education level, income through using frequency or percentage, mean, standard deviation, variance, etc. in tabular form or graphical presentations such as pie charts, bar graphs, histograms, and other visual aids for easier understanding. Inferential statistics like regression analysis will be performed, while standard deviation will be computed to test for consistency and the variability of responses across the study. The present study will be applied the structural equation modeling (SEM) for examining of the casual model due to the fact that it is describing the casual mechanism of the mediating effect of competitive advantage on the relationship between digital marketing dimensions especially content marketing (CM) and recovery performance tourism. (RTP) in Oman.

4. FINDINGS OF THE STUDY

The present study used the quantitative research approach to examine the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of content marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The table 1.1 distribute the age of respondent and there are 58% of age between of 41 to 50 years old and 26.6% of them are in 31 to 40 years old respectively.

Table.1.1 Distribute the age of respondent

Age	Frequency	Percent
31 to 40	100	26.6
41 to 50	126	58.2
51 to 60	22	14.2
60 and above	4	.9
Total	252	100.0

Gender

The table 1.2 distribute the gender of respondent and there are 91% of respondent are from male and only 9% are them are from female among the respondent of the study to examine the Competitive Advantage (CA) on the relationship between digital marketing dimensions of content marketing (CM) and Recovery Performance Tourism (RTP) respectively.

Table:1.2 Distribute the gender of respondent

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

	Frequency	Percent
	232	91.0
Female	20	9.0
Total	252	100.0

Business Structure

The table 1.3 distribute the Business structure of respondent and there are 69.1% of respondent are engaged in Sole proprietorship business where as there are only 16.7% are them are from Private sectors and 13.1 % are them from partnership in the tourism in Oman respectively.

Table:1.3 Distribute the Business structure of respondent

	Frequency	Percent
Sole proprietorship	185	69.1
Partnership	28	13.1
Private	34	16.7
others	5	1.1
Total	252	100.0

Ownership

The table 1.4 distribute the ownership structure of respondent of respondent and there are 65% of respondent are engaged within family members whereas there are only 31.8% are them are from Family members and other parties and 3.2% are them from Others in the tourism in Oman respectively.

Table:1.4 Distribute the ownership structure of respondent

	Frequency	Percent
Within Family members	188	65.0
Family members and other parties	50	31.8
Others,	14	3.2
Total	252	100.0

Construct Reliability of the model

The present study used the quantitative research approach to examine the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The present study used structural equation model by the used of PLS path model analysis. The study used SmartPLS software to analysis of Result of PLS algorithm calculation with independent variables, dependent variable, relationship among variables, and all indicators of variables. In case of composite reliability, Table 1.5 denotes the reliability of the model, the present good reliability based on the value of Cronbach's alpha, rho_A , Composite Reliability and Average Variance Extracted (AVE) which have indicated that high consistency of research instruments being used in this study, whereas all the dimension especially for the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman are highly reliable whereas the value of Cronbach's alpha is higher than 0.7 respectively. However, the study also found that there is significant composite reliability of all the reflective constructs are above 0.7 threshold value which has demonstrated high levels of internal consistency reliability for all reflective constructs. Moreover, Average Variance Extracted (AVE) also reflects based the values for all reflective constructs which are more than 0.5 measures the means of reflection of high validity level of convergent in this study accordingly.

Table:1.5 Distribute the Construct Reliability of the model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Competitive Advantage (CA)	0.968	0.969	0.971	0.705
Recovery Tourism Performance (RTP)	0.960	0.961	0.967	0.805
Digital Marketing (DM)	0.949	0.954	0.959	0.774

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

Discriminant Validity of the model

Table 1.6 shows the discriminant validity based on the Fornell-Larcker criterion and the cross loadings are checked for discriminant validity. According to the Fornell-Larcker criterion, the square root of the AVE of each construct should be higher than the construct's highest correlation with any other construct in the model. The present study examined the whereas all the dimension especially for the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman and were checked of the cross loadings for discriminant validity and it was found that all data compiled the criteria accordingly.

Table: 1.6 The Distribute of Fornell-Larcker Criterion

	Competitive Advantage (CA)	Recovery Tourism Performance (RTP)	Digital Marketing (DM)
Competitive Advantage (CA)	0.840		
Recovery Tourism Performance (RTP)	0.863	0.897	
Digital Marketing (DM)	0.396	0.403	0.880

Path Coefficient

As the present study examined the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The path coefficients explain the relationships between the constructs for structural model, where are the R2 values of the endogenous constructs are indicate relationship between variables and acceptance and rejections hypothesis of the study accordingly. the path coefficients measure the values (in between +1 to -1) whereas the values close to +1 is represent significant positive relationship vice versa if a value near 0 represents non-significant relationship among variables. There are Bootstrapping procedure which has represent of the level of significance of path coefficient values. It provides empirical t statistics' and 'P values' which are required to conclude of the confidence level of the relationship of the variables. Generally, the t value is compared with critical value to look if it is greater than critical value which is desired. The critical t values are 2.57, 1.96, and 1.65 for a significance level of 1%, 5%, and 10%, respectively.

Table 1.7 Distribute of R Square and R Square Adjusted result of the Path Co-efficient of the model

	R Square	R Square Adjusted
Competitive Advantage (CA)	0.157	0.155
Recovery Tourism Performance (RTP)	0.750	0.748

The table: 1.7 and 1.8 distribute the Relevance and Significance of Path Co-efficient of the model of the study, the overall estimated result of structural equation model analysis is satisfactory. This result is based on the cross-section primary data where the adjusted R² is the summarized results of the structural equation model were found to be satisfactory. The result indicates that most of the predictions are correct because of the R2 was found to be 0.75 and adjusted R2 was also estimated, this was found to be quite acceptable at about 0.74. Based on the model's performance shown in table 1.3, the model exhibits a high coefficient of predicting power at 74% which was to be 0.000 level of significant measuring the goodness of fit of the model to show the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman.

Table: 1.8 Distribute the Relevance and Significance of Path Co-efficient of the model

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Competitive Advantage (CA) -> Recovery Tourism Performance (RTP)	0.834648697	35.04285212	5.68434E-14
Digital Marketing (DM) -> Competitive Advantage (CA)	0.396317275	5.503771941	5.94986E-08
Digital Marketing (DM) -> Recovery Tourism Performance (RTP)	0.072188411	2.240091661	0.025523533

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

Initial Broad Model

Figure 1.1 shows the initial Broad Model of the study in PLS-SEM, which describes the relationship between the latent variables and their indicators and distribute the relevance and significance of path Co-efficient of the model before bootstrapped

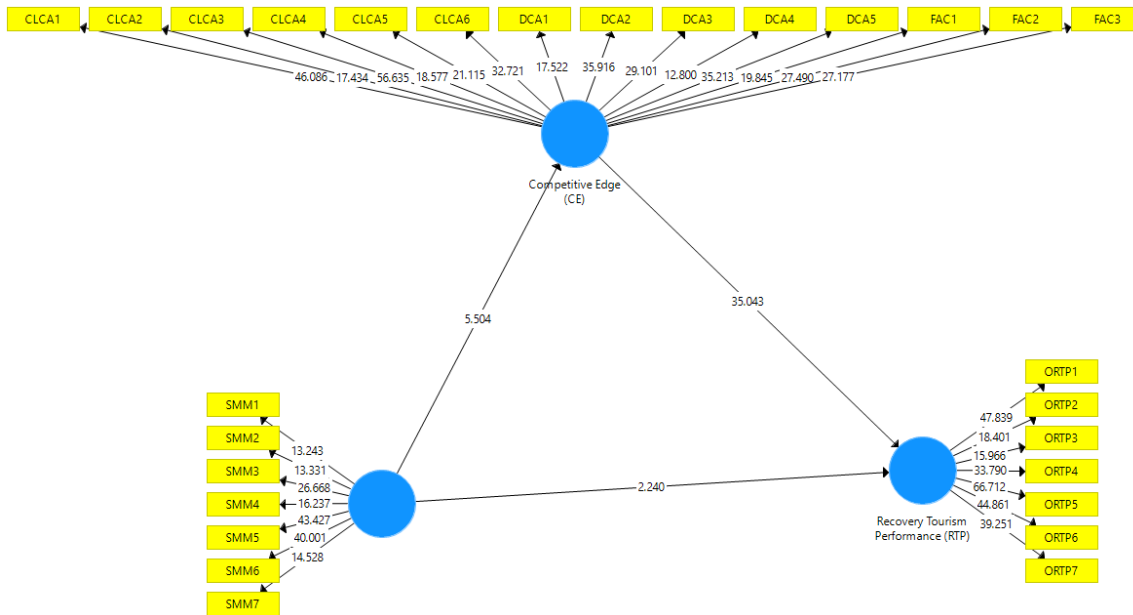


Figure 1.1 Distribute the Relevance and Significance of Path Co-efficient of the model before bootstrapped

Initial Broad Model

Figure 1.2 shows the initial Broad Model of the study in PLS-SEM, which describes the relationship between the latent variables and their indicators and distribute the relevance and significance of path Co-efficient of the model after bootstrapped

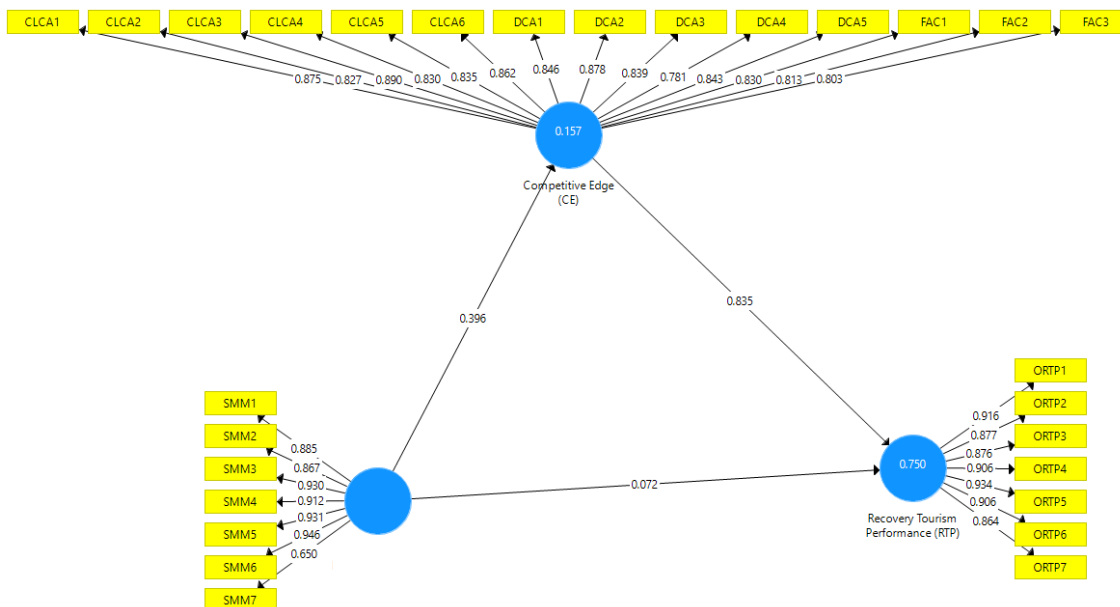


Figure 1.2 Distribute the Relevance and Significance of Path Co-efficient of the model after bootstrapped

5. CONCLUSIONS AND RECOMMENDATIONS

As the present examine the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of content marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The overall estimated result of structural equation model analysis is satisfactory. In case of composite reliability, Table 1.5 denotes the reliability of the model, the present good reliability based on the value of Cronbach's alpha, rho_A , Composite Reliability and Average Variance

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

Extracted (AVE) which have indicated that high consistency of research instruments being used in this study, whereas all the dimension especially for the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman are highly reliable whereas the value of Cronbach's alpha is higher than 0.7 respectively. However, the study also found that there is significant composite reliability of all the reflective constructs are above 0.7 threshold value which has demonstrated high levels of internal consistency reliability for all reflective constructs. Moreover, Average Variance Extracted (AVE) also reflects based the values for all reflective constructs which are more than 0.5 measures the means of reflection of high validity level of convergent in this study accordingly. Finally summarized results of the structural equation model were found to be satisfactory. The result indicates that most of the predictions are correct because of the R2 was found to be 0.75 and adjusted R2 was also estimated, this was found to be quite acceptable at about 0.74. Based on the model's performance shown in table 1.3, the model exhibits a high coefficient of predicting power at 74% which was to be 0.000 level of significant measuring the goodness of fit of the model to show the mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The study result identified that the three are significant mediating effect of Competitive Advantage (CA) on the relationship between digital marketing dimensions of content marketing (CM) and Recovery Performance Tourism (RTP) in Oman. The study recommends as the policy guideline for ensuring that the Omani Tourism industry has to focus more on Competitive Advantage (CA) to recovery of tourism sectors and for Recovery Performance Tourism (RTP) in Oman

6. REFERENCES

- 1) Angeloni, S., Rossi, C. J. J. o. M. T., & Practice. (2021). An analytical model for comparing the profitability of competing online marketing channels: Search engine marketing versus e-commerce marketplace. 1-16.
- 2) Bregoli, I., Hingley, M., Del Chiappa, G., & Sodano, V. (2016). Challenges in Italian wine routes: managing stakeholder networks. *Qualitative Market Research: An International Journal*, 19(2), 204-224. doi:10.1108/QMR-02-2016-0008
- 3) Castro, S. R., Silva, S. C., Duarte, P. J. E. J. o. A. B., & Management. (2017). Does digital marketing really boost city tourism? evidences from Porto's experience. 3(3), 84-100.
- 4) Chiang, C.-T. (2020). Developing an eMarketing model for tourism and hospitality: a keyword analysis. *International Journal of Contemporary Hospitality Management*, 32(10), 3091-3114. doi:10.1108/IJCHM-03-2020-0230
- 5) Coca-Stefaniak, J. A. (2021). Beyond smart tourism cities – towards a new generation of “wise” tourism destinations. *Journal of Tourism Futures*, 7(2), 251-258. doi:10.1108/JTF-11-2019-0130
- 6) Dabas, S., Sharma, S., & Manaktola, K. (2021). Adoption of digital marketing tools in independent businesses: experiences of restaurant entrepreneurs in India and United Kingdom. *Worldwide Hospitality and Tourism Themes*, 13(2), 214-235. doi:10.1108/WHATT-09-2020-0120
- 7) Dwivedi, Y. K., Rana, N. P., & Alryalat, M. A. A. J. T. M. R. (2017). Affiliate marketing: An overview and analysis of emerging literature. 17(1), 33-50.
- 8) Filieri, R., D'Amico, E., Destefanis, A., Paolucci, E., & Raguseo, E. (2021). Artificial intelligence (AI) for tourism: an European-based study on successful AI tourism start-ups. *International Journal of Contemporary Hospitality Management*, 33(11), 4099-4125. doi:10.1108/IJCHM-02-2021-0220
- 9) Foroudi, P., Gupta, S., Nazarian, A., & Duda, M. (2017). Digital technology and marketing management capability: achieving growth in SMEs. *Qualitative Market Research: An International Journal*, 20(2), 230-246. doi:10.1108/QMR-01-2017-0014
- 10) Garcia Henche, B. (2018). Urban experiential tourism marketing. *Journal of Tourism Analysis: Revista de Análisis Turístico*, 25(1), 2-22. doi:10.1108/JTA-01-2018-0002
- 11) Ghose, A., & Yang, S. J. M. s. (2009). An empirical analysis of search engine advertising: Sponsored search in electronic markets. 55(10), 1605-1622.
- 12) Gitahi, W. (2020). Effect of Digital Marketing Strategies on Competitive Advantage of Transport Firms in Kenya: A Case of Uber. *United States International University-Africa*,
- 13) Greenwood, C., & Quinn, M. (2017). Digital amnesia and the future tourist. *Journal of Tourism Futures*, 3(1), 73-76. doi:10.1108/JTF-11-2016-0037
- 14) Hasan, M. R., Abdunurova, A., Wang, W., Zheng, J., & Shams, S. M. R. (2021). Using deep learning to investigate digital behavior in culinary tourism. *Journal of Place Management and Development*, 14(1), 43-65. doi:10.1108/JPM-03-2020-0022

The Mediating Effect of Competitive Advantage (CA) on the Relationship Between Digital Marketing Dimensions of Content Marketing (CM) and Recovery Performance Tourism (RTP) in Oman

- 15) Herhausen, D., Miočević, D., Morgan, R. E., & Kleijnen, M. H. J. I. M. M. (2020). The digital marketing capabilities gap. 90, 276-290.
- 16) Kapoor, K. K., Dwivedi, Y. K., & Piercy, N. C. J. T. M. R. (2016). Pay-per-click advertising: A literature review. 16(2), 183-202.
- 17) Kapoor, R., & Kapoor, K. (2021). The transition from traditional to digital marketing: a study of the evolution of e-marketing in the Indian hotel industry. *Worldwide Hospitality and Tourism Themes*, 13(2), 199-213. doi:10.1108/WHATT-10-2020-0124
- 18) Kara, N. S., & Mkwizu, K. H. (2020). Demographic factors and travel motivation among leisure tourists in Tanzania. *International Hospitality Review*, 34(1), 81-103. doi:10.1108/IHR-01-2020-0002
- 19) Kritzinger, W. T., & Weideman, M. J. S. A. J. o. I. M. (2015). Comparative case study on website traffic generated by search engine optimisation and a pay-per-click campaign, versus marketing expenditure. 17(1), 1-12.
- 20) Lin, H.-C., Han, X., Lyu, T., Ho, W.-H., Xu, Y., Hsieh, T.-C., . . . Zhang, L. (2020). Task-technology fit analysis of social media use for marketing in the tourism and hospitality industry: a systematic literature review. *International Journal of Contemporary Hospitality Management*, 32(8), 2677-2715. doi:10.1108/IJCHM-12-2019-1031
- 21) Litvin, S. W., Goldsmith, R. E., & Pan, B. (2018). A retrospective view of electronic word-of-mouth in hospitality and tourism management. *International Journal of Contemporary Hospitality Management*, 30(1), 313-325. doi:10.1108/IJCHM-08-2016-0461
- 22) McNaughton, M., Rao, L., & Verma, S. (2020). Building smart communities for sustainable development. *Worldwide Hospitality and Tourism Themes*, 12(3), 337-352. doi:10.1108/WHATT-02-2020-0008
- 23) Mkwizu, K. H. (2020). Digital marketing and tourism: opportunities for Africa. *International Hospitality Review*, 34(1), 5-12. doi:10.1108/IHR-09-2019-0015
- 24) Nusair, K. (2020). Developing a comprehensive life cycle framework for social media research in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 32(3), 1041-1066. doi:10.1108/IJCHM-09-2019-0777
- 25) Nuseira, M. T., & Aljumahb, A. J. M. (2020). Digital marketing adoption influenced by relative advantage and competitive industry: a UAE tourism case study. 11(2), 23-37.
- 26) Sotiriadis, M. D. (2017). Sharing tourism experiences in social media. *International Journal of Contemporary Hospitality Management*, 29(1), 179-225. doi:10.1108/IJCHM-05-2016-0300
- 27) Tiago, F., Couto, J., Faria, S., & Borges-Tiago, T. (2018). Cruise tourism: social media content and network structures. *Tourism Review*, 73(4), 433-447. doi:10.1108/TR-10-2017-0155
- 28) Tsourgiannis, L., & Valsamidis, S. (2019). Digital marketing in tourism: why Greek tourists use digital marketing applications like Airbnb. *International Journal of Culture, Tourism and Hospitality Research*, 13(4), 473-486. doi:10.1108/IJCTHR-03-2019-0043



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.