

The Impact of Digital Marketing Capabilities on Business Performance: The Mediating Role of Customer Engagement and the Moderating Role of Digital Transformation in Jordan

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Abstract

Digitalisation has revolutionised how companies are creating market relationships, communicating with their customers and how they aim to be competitive. Digital marketing and digital technologies are being embraced by many businesses in Jordan and are presenting opportunities to enhance market reach and organisational performance for small and medium-scale enterprises (SMEs), financial institutions and other businesses. But having digital marketing tools doesn't guarantee higher business results. New digital technologies, new ways of engaging with customers and new methods of incorporating digital transformation into the wider business are increasingly becoming key to the effectiveness of digital marketing. Within this paper, the effect of digital marketing capabilities on business performance in the context of Jordan is examined, and the reasons for taking up customer engagement as a mediating mechanism between digital marketing capabilities and business performance, and for including digital transformation as a moderating factor are discussed. Based on the latest literature from Jordan and around the world (2019-2026), the paper conducts an analytical study of the relationships between the constructs and explains the relationship among them, in order to compose an integrated conceptual framework. The analysis suggests that digital marketing capabilities can help businesses through better customer interaction, better market responsiveness, better business strategy, and customer engagement acts as an important tool for creating value through digital marketing. It can widen this bond as digital can enhance this capability and introduce new ways for organisations to integrate their digital capabilities. Finally, this paper proposes some research hypotheses for further empirical investigations in the context of Jordan.

Keywords: Digital marketing capabilities, business performance, customer engagement, digital transformation, Jordan, SMEs, marketing capabilities

INTRODUCTION

Organisations have been fundamentally changed by digital technologies in their communication with markets, customer relationship creation and competition for business opportunities. Digital marketing has therefore evolved from being made up of individual online communication channels and is more a part of the organisation's ability to manage digital platforms, customer data, analysis, content and technology-based marketing interventions in order to deliver more effective marketing outcomes. New data presentations have shown that digital marketing capabilities can drive organisational and market performance, especially if they are combined with the developing capabilities of the firm to use digital activities in combination with other business activities [1, 9, 10, 12, 16]. Such competencies are especially critical in the context of SMEs as the digital channels can offer the opportunity for extending market reach and enhancing the ability to engage customers even though it is not associated with the same physical infrastructure that can be expected from traditional marketing tactics [10, 20, 21].

In particular, this is relevant in Jordan where businesses are increasingly operating in a market that is digitally evolving. Investigations of Jordanian SMEs have linked marketing capabilities to financial performance [2], while

studies have looked at e-marketing orientation and the performance of online SMEs [3], digital marketing and the performance of the firm [6] and digital transformation capabilities and banking performance [4]. Hence, there have been studies that have correlated the adoption of e-commerce with digital transformation among Jordanian SMEs, establishing that digital technology's relevance to the growth of an organisation is not changing [8]. These studies have found that digitalisation has become an important factor in Jordanian business activities. However, it is not enough to look at digital marketing adoption to know if businesses are successful on that channel. Organisational ability to leverage the strategic use of digital technologies may well be more important than merely having digital channels.

Therefore, an important question is: How are digital marketing capabilities translated to business value? One possible link in this relationship is Customer Engagement. Organisations can communicate, interact, respond and learn from customers in their digital environment as a result of digital marketing capabilities. Good engagement can help build firm-customer bonds [14, 19, 22] and can then indirectly influence market and business performance [22]. From the emerging markets literature, further evidence of digital marketing, social media engagement, customer engagement, and organisations' performance linkages can also be found [13, 15, 19].

Organisations' ability, meanwhile, to make use of digital marketing capabilities could be reliant on their overall level of digital transformation. Digital transformation also includes changes across the broader organisation linked to the incorporation of digital technologies and skill sets into business processes and strategies. Previous studies have shown that digital transformation affects firm performance and that IT capabilities and digital orientation are vital to the results of digital transformation [11; 17; 24; 25]. Therefore, organisations that are more sophisticated with their digital transformation efforts might be able to use their digital marketing tools more effectively in achieving return on their investments.

II. DIGITAL MARKETING CAPABILITIES

Digital marketing capabilities are an organisational ability to use digital technologies and marketing resources to aid market activities and organisational objectives. The concept goes past the adoption of digital platforms. It relates to the effectiveness of companies in creating, organising and using digital tools to deal with customers, to obtain and process market data, to satisfy evolving customer needs and needs, and to inform strategic marketing choices. Empirical studies on SMEs have indicated that digital marketing capabilities are linked to market performance [10] and the more recent literature has explored the connection between digital marketing capabilities and firm performance within various organisational contexts [9], [12], [16] and [18]. This ability angle approach is especially significant because while the same technologies might be incorporated by several businesses, the results achieved will differ based on the capacity to integrate these types of technologies into the organisation's resources and marketing processes.

A. CONCEPT AND DIMENSIONS OF DIGITAL MARKETING CAPABILITIES

Digital marketing competencies can be defined in terms of organisational capacities that help firms execute their marketing activities through digital technologies and channels effectively. This includes having control over digital social communication channels, developing and broadcasting relevant digital content, receiving information from customers and markets using digital means, engaging customers online, and using digital technologies to assist in making marketing decisions. So, it's important to make this distinction between marketing activities and capabilities. Although an organisation can have a social media presence, website, e-commerce site or digital campaign, capability is about the capacity of the organisation to use these systems strategically.

There is a current body of research in support of this distinction. Digital marketing capabilities have been linked with market performance among SMEs [10] and digital marketing capability has also been analysed in relation to firm performance [16]. The capability of digital marketing has also been reported to relate to marketplace performance, which shows its significance for bringing digital marketing resources to market outcomes [9]. Likewise, the influence of organisational ability on the outcomes of digital marketing innovation, digital marketing capability and the performance of the firm supports the argument that organisational ability is an important factor to explain digital marketing outcomes [18].

But from this angle, the theme of digital analytics is largely relevant as it processes significant customer and market data in digital environments. They can help with informed marketing decisions and be more responsive to customers. Another aspect that becomes relevant is social media ability – companies need to do more than just be "on" social media, because they need to be good at doing so! Research on social media analytics has already found that the practices are correlated with business performance based on customer engagement [19], and studies about the SMEs' social media marketing have attempted to measure both financial and non-financial marketing performance [21]. As such, the competency of digital marketing incorporates various technological, informational, relational, and strategic skills that are not individual but interrelated components.

TABLE 1: DIMENSIONS OF DIGITAL MARKETING CAPABILITIES

Dimension	Description	Relevance to Business Performance
Digital channel capability	Ability to manage and coordinate digital channels such as websites, social media and online platforms	Expands market reach and improves communication
Digital analytics capability	Ability to collect, analyse and use digital customer and market data	Supports data-driven marketing decisions and market responsiveness
Content capability	Ability to develop and distribute relevant digital content	Supports customer attention, interaction and brand communication
Social media capability	Ability to use social platforms strategically for communication and interaction	Supports customer engagement and relationship development
Customer relationship capability	Ability to use digital technologies and customer information to manage relationships	Supports retention, loyalty and customer value
E-commerce capability	Ability to use digital platforms to support online transactions and customer journeys	Supports sales, market access and online performance



Figure 1: Digital Marketing Capability Dimensions

B. DIGITAL MARKETING CAPABILITIES IN THE JORDANIAN BUSINESS CONTEXT

At the same time, the Jordanian business environment is the appropriate context that can be examined, as the majority of the studies that examined digital marketing, marketing capabilities, e-marketing and the effect of technology on business development were conducted in the Jordanian context. The impact of digital marketing on the performance of SMEs in Jordan, in the era of modern digital transformations, has been surveyed [1]. Other marketing capabilities have also been explored in relation to financial performance in SMEs in Jordan, and capability-based explanations of the outcomes of organisations are relevant to the present study [2].

The impact of technological orientation on the relationship between orientation and learning capabilities of E-marketing and SME performance online in Jordan has been investigated [3]. Particularly in this case, it suggests that the business and technological situation may affect the results of digital marketing. The mediating role of information technology between digital marketing and firm performance has also been investigated in Jordanian SMEs, confirming that digital marketing technology-driven mechanisms in the organisation can mediate the link between digital marketing and firm performance [6].

Digital skills are relevant beyond SMEs: The extent of digital transformation capabilities has been studied in relation to the performance of banking organisations in Jordanian commercial banks, and the importance of organisational digital capabilities in Jordan's banking sector, which is among the largest service sectors in the country [4]. In the field of commercial banks, there was also research that investigated the commercial banks of Jordan in relation to two issues: digital marketing strategies and entrepreneurial orientation [7]. Moreover, there has been a study on e-commerce adoption by Jordanian SMEs as a means of digital transformation [8]. All of these studies suggest that the digital marketing capabilities in Jordan should be studied in an organisational context concerning the adoption of technology, learning, E-commerce, digital transformation, and development of organisational digital capabilities.

C. DIGITAL MARKETING CAPABILITIES AND BUSINESS PERFORMANCE

The central role of digital marketing capabilities and capabilities and business performance is at the heart of the model proposed. Digital capabilities can help organisations engage with customers across various channels, make market information available, create a dynamic channel to customer needs and organise marketing operations. Jordanian SMEs show that digital marketing applies to SSME performance [1] and marketing capabilities have been linked to financial performance [2]. Evidence internationally also shows some relationships between digital marketing competencies and other factors related to market performance [10] and firm performance [16].

The connection must not be considered as an automatic connection. Digital marketing does not necessarily lead to worthwhile interactions from consumers, nor will it result in better organisational results [14]. Organisations' ability to use technology resources to empower and participate in customers' activities can impact the effectiveness of digital marketing [19]. Digital marketing capability as well as Digital technology capability were used as measures to study the Company performance, thus demonstrating the relationship between digital marketing

capability and digital technology capability [23]. Digital capabilities have also been investigated in conjunction with blockchain technology and business performance, confirming the need to consider digital capabilities and organisational outcomes in a holistic sense [12].

III. CUSTOMER ENGAGEMENT AND DIGITAL TRANSFORMATION

In considering how digital marketing capabilities impact business performance, it is difficult to separate from the organisational-level aspects and the customer mechanisms that create value from digital activity. Digital marketing presents opportunities for business communication with customers, but business value can only be delivered if customer responses are valuable and whether organisations have the digital skills to link these types of business communication with the rest of the business process. Customer engagement and digital transformation are thus two complementary concepts of the suggested framework. Customer engagement focuses on the how or how-to of how the digital marketing capability can contribute to performance, and digital transformation focuses on how to best leverage the capability more effectively into performance, under what conditions in the organisation.

A. CUSTOMER ENGAGEMENT

Customer engagement is the degree of interaction and relationship customers have with an organisation, which goes beyond a one-time sale/purchase exchange. Whereas, in digital environments, engagement is based on customers' cognitive, emotional, and behavioural reactions to platforms, offerings, and communications from organisations. Digital marketing skills help support these actions – a company can share information relevant to customers, communicate interactively with them, carry out analysis on customers' behaviour and come back to their requirements. Given that in this context digital marketing has a “way of doing” instead of only a technical or tactical character, engagement becomes even more relevant.

There is some evidence from recent research on the link between digital activities, customer engagement, and business impacts. There has been considerable research in digital startups that shows how the relevance of engagement is connected with digitalisation and the results of business operations [14]. Engagement with the customer as another potential mediator in the social media analytics practices-business performance link has also been noted [19]. It's also significant for the current framework, as social media analytics is a part of an overall digital marketing skill set. The results indicate that digital resources can be used to improve performance because it aids the organisations in better understanding and engaging customers.

Even emerging-market-type businesses must include customer engagement. E-commerce marketing capabilities have been analysed regarding strategic performance by including customer engagement in this relationship [15]. Social media customer relationship management (CRM) has also been studied with regard to business performance in emerging markets [22]. These studies suggest that digitisation can be used as an important link between marketing capabilities and organisational outcomes through customer relations. For SMEs, or other businesses, customer engagement is vital to absorbing digital marketing efforts, and this engagement might be especially important in Jordan, where increased exposure in digital channels is critical [1] [3] [6].

B. DIGITAL TRANSFORMATION

Digital transformation is a bigger process for organisations than using just digital marketing technologies. This is related to the embedding of digital technologies, capability, processes and strategic practices across the organisation. Digital transformation has the ability to impact ways businesses gather and make use of information, coordinate activities within the company, interact with clients and establish new business models. This gives an organisational frame of reference in which digital marketing skills can be successfully utilised or relatively ousted from the overall organisation.

Research provides evidence that digital transformation is associated with organisational performance. In addition to customer experience and IT innovations, the impact of digital transformation on firm performance has been explored and shows the interdependency of organisational mechanisms and technological mechanisms [11]. Digital transformation has also been analysed in relation to the performance of the firm, as well as IT capabilities and the digital orientation of the firm, enhancing the need for organisational capabilities and digital orientation to create organisational performance benefits [25].

Digital transformation can be seen as a process of building capabilities. Digital capabilities and dynamic capabilities have been studied vis-à-vis business model innovation [17], and digital workplace practices and

organisational performance have been studied, paying special attention to digital leadership capability [24]. Such research has suggested that the findings of digitalisation could be empowerment-related to the organisation's ability to connect with its organisational resources and processes.

This is also an issue that is relevant in Jordan. Digital transformation in Jordanian commercial banks has been investigated and analysed regarding its relationship with the performance of the banking sector [4], and this directly links digital transformation capabilities with organisational performance. The implementation of e-commerce has also been investigated in relation to the strive for digital transformation among Jordanian SMEs, where there was an identified link between e-commerce implementation and organisational changes in general [8]. The results underscore the need for digital transformation to be understood in a holistic manner and not simply seen as an investment in technology. Rather, it is an organisational capability that could relate to the effectiveness of firms making use of other aspects of digital, such as digital marketing.

C. CHALLENGES AND RESEARCH GAP IN JORDAN

However, with the increasing importance of digital marketing and digital transformation, Jordanian businesses might have significant disparities in terms of their capacity to turn digital resources into performance. SMEs may have restrictions due to resource, organisational capability, technological orientation and capacity for learning. The impact of learning capacity and technological orientation has been discussed with online SME performance in Jordan [3]. The use of e-commerce has also been placed in the context of digital transformation [8]. The results suggest that adoption of digital should be approached in conjunction with organisational readiness and capacity building.

Another challenge relates to the difference between digital tools use and digitally integrated capacity development. A business could have some form of social media profile, a website where they sell things or do ads, but not have the analytical, organisational, and strategic skills necessary to get the three things going. In regard to Jordanian SMEs, there has been a study that focuses on examining information technology as a mediating factor linking Digital marketing to the firms' performance [6]. In the same way, the digital marketing field has been analysed in relation to modern digital changes, and as a result, the role of digital marketing performance on overall business change has been discussed [1].

There is then evidence for individual relationships in the existing literature, leaving room for an integrated Jordanian framework. Previous studies in Jordan focused on digital marketing and SME performance [1], marketing capabilities and financial performance [2], e-marketing orientation and online performance of SMEs [3] and digital marketing and firms' performance [6], as well as digital marketing and banking performance [4].

TABLE 2: SUMMARY OF JORDANIAN EVIDENCE ON DIGITAL MARKETING, DIGITAL CAPABILITIES AND BUSINESS PERFORMANCE

Jordanian Context	Main Variables/Focus	Principal Relevance to Present Study
Jordanian SMEs	Digital marketing and SME performance	Supports the relationship between digital marketing and business performance
Jordanian SMEs	Marketing capabilities and financial performance	Supports the capability-performance relationship
Jordanian SMEs	E-marketing orientation, learning capacity and online performance	Demonstrates the importance of organisational and technological conditions

Jordanian commercial banks	Digital transformation capabilities and banking performance	Supports the digital transformation-performance relationship
SMEs	Marketing mix strategies and marketing performance	Supports the importance of marketing capabilities for performance
Jordanian SMEs	Digital marketing, information technology and firm performance	Supports a technology-enabled pathway between digital marketing and performance
Jordanian commercial banks	Digital marketing strategies and entrepreneurial orientation	Demonstrates digital marketing relevance in Jordan's banking sector
Jordanian SMEs	E-commerce adoption and digital transformation	Supports the role of digital adoption in organisational transformation



FIGURE 2. Digital Marketing and Digital Transformation in the Jordanian Business Context

IV. DIGITAL MARKETING CAPABILITIES AND BUSINESS PERFORMANCE

A. DIGITAL MARKETING CAPABILITIES AND BUSINESS PERFORMANCE

Business performance denotes how successfully an organisation gets to the desirable ends in the financial and market aspects. Performance is the company's sales growth, profitability, customer retention, market performance, competitive position and other non-financial measures depending on the context of the organisation. These results can be altered due to electronic marketing talents, as they can assist in reaching the market segment, improve the correspondence provided to customers, facilitate more targeted marketing choices and ensure quicker reaction to market modifications.

This connection can be seen in Jordan. The relationship between digital marketing and the performance of SMEs has been studied in the context of modern digital transformations [1], and marketing capabilities have been studied in relation to financial performance in the context of Jordanian SMEs [2]. Such studies offer additional evidence that can supplement the relevance of digital marketing and marketing capabilities to the performance of organisations in Jordan. The importance of organisational characteristics in the outcomes of e-business has also been studied in the case of online SME, in particular through its relationship with e-marketing orientation and learning capacity [3].

Other evidence is supported by international experience. Digital marketing capability has been found to correlate to market performance among SMEs [10], and digital marketing capability has been directly investigated in relation to firm performance [16]. We have also investigated digital marketing innovations and marketing capability along with firm performance [18].

B. MEDIATING ROLE OF CUSTOMER ENGAGEMENT

The mediation connection is suggested via a sequential logic. Digital marketing skills help a company create a better digital interaction for several reasons. Digital marketing skills allow the company to develop a better digital interaction for several reasons. Second, this communication can boost the engagement of customers, leading them to respond, engage, communicate, and maintain a relationship with the company. Thirdly, if customer and organisation outcomes are linked to customer engagement, this will have a positive impact on business performance.

This is backed up by research that establishes ties between customer engagement and digital activities and customer performance. In fact, customer engagement has also been explored as a mediator among social media analytics practices and business performance [19]. In the context of digital startups, customer engagement, digitalisation and business performance have also been looked at as being interconnected [14]. In the same way, the capability of e-commerce marketing has been investigated for its strategic performance in terms of customer engagement being part of this relationship [15]. The results lay the foundation for where engagement can be placed on the continuum between digital marketing capabilities and performance.

Also, the mechanism is consistent with the studies on social media and customer relationship management. Social media marketing, Product innovation, market-oriented, and SME marketing performance have been studied in conjunction with others [20] and social media Customer relationship management (CRM) has been analysed with business performance [22].

C. MODERATING ROLE OF DIGITAL TRANSFORMATION

While an organisation's technological and organisational readiness can help influence its performance, there is not a universal level across organisations. Indeed, digital transformation can shape the level of integration of the digital marketing capabilities into the overall working activities of the organisation. A high level of digital transformation correlates to having intertwined digital processes, data, technologies, and practices that allow for the marketing capabilities to be leveraged strategically.

There is evidence that this organisational context is important. IT capabilities and digital orientation are among the factors studied when explaining firms' performance along with digital transformation [25]. Customer experience and IT innovation have also been considered in examining the effects of digital transformation on firm performance [11]. Digital capabilities and dynamic capabilities were related to business model innovation [17], and organisational digital capability was studied with regard to organisational performance [24].

This is reinforced by the Jordanian literature. The digital transformation capabilities have been shown to be relevant to the performance of Jordanian commercial banks [4] and e-commerce adoption has been studied as an avenue to a digital transformation in Jordanian SMEs [8]. Technological orientation has also been studied as a factor that affects the linkage between e-marketing orientation and the performance of online SMEs [3]. Together, these results indicate that the organisational context around technology use has an impact on the digital outcomes.

TABLE 3: SUMMARY OF INTERNATIONAL EVIDENCE SUPPORTING THE PROPOSED RELATIONSHIPS

Main Relationship/Focus	Key Construct(s)	Relevance to Proposed Model
Digital marketing capabilities and market performance	Digital marketing capabilities, market performance	Supports H1
Digital transformation and firm performance	Digital transformation, firm performance, customer experience	Supports H5 and broader performance relationship

Digital marketing capabilities and organisational performance	Digital marketing capabilities, organisational performance	Supports H1
E-commerce marketing capabilities and strategic performance	Marketing capabilities, strategic performance	Supports H1
Customer engagement, digitalisation and business performance	Customer engagement, digitalisation, business performance	Supports H3 and H4
E-commerce marketing capabilities and strategic performance	Marketing capabilities, customer engagement	Supports H2 and H4
Digital marketing capability and firm performance	Digital marketing capability, firm performance	Supports H1
Digital capabilities and business model innovation	Digital capabilities, dynamic capabilities	Supports theoretical foundation
Digital marketing innovation and firm performance	Digital marketing, marketing capability, performance	Supports H1
Social media analytics and business performance	Analytics, customer engagement, business performance	Strong support for H4
Social media marketing and SME marketing performance	Social media marketing, market orientation, performance	Supports H1
Social media adoption and marketing performance	Social media, financial/non-financial performance	Supports H1
Social media CRM and business performance	Customer relationship management, performance	Supports H3/H4
Digital capabilities and company performance	Digital marketing capability, digital technology capability	Supports H1 and H5
Digital capability and organisational performance	Digital workplace, digital leadership, performance	Supports digital transformation argument
Digital transformation and firm performance	IT capabilities, digital orientation, performance	Supports H5

V. ANALYTICAL MODEL AND RESEARCH HYPOTHESES

The above analysis suggests that an organisation's digital capability can affect business performance by way of customer-oriented mechanisms and in the organisation's digital environment. Hence, the proposed framework

comes to incorporate all direct, mediating, and moderating issues that have been suggested to explain outcomes in digital marketing for Jordanian businesses. This section lays the foundation theoretically, conceptual snow covers and formulates the research hypotheses.

A. THEORETICAL FOUNDATION

The proposed framework is mainly based on the Resource-Based View (RBV) and the Dynamic Capabilities approach. Organisations' resources and capabilities are valuable sources of competitive advantage according to the RBV if they are effectively deployed in the organisation. This way, digital marketing competencies can be viewed as strategic organisational competencies, since they facilitate firms to apply digital technologies, information and marketing resources to hedge against customers and markets. This capability perspective is supported by the relevance of marketing capabilities in Jordanian SMEs and the financial performance of the SMEs [2]. Some studies investigating the marketing mix strategies of SMEs also reveal that marketing capability has a major role in marketing performance [5].

The Dynamic Capabilities approach adopts the same argument but focuses more on the flexible reshaping of resources by organisations in an evolving environment. Digital transformation is in line with this outlook as it relates to changing your organisation and incorporating digital solutions into business processes. This is supported by studies that relate digital skills to business model innovation [17] and the outcomes of digital transformation with firm performance [25].

The framework has the relational mechanism of customer engagement. Digital marketing capabilities can enable significant customer engagement, and customer engagement can translate these capabilities to business outcomes [14, 19]. Digital transformation, in turn, is the organisational state that can enhance the value delivered by digital marketing capabilities.

B. CONCEPTUAL FRAMEWORK

The conceptual framework put forward consists of four main constructs: digital marketing capability, customer engagement, digital transformation and business performance. Business performance is the dependent variable of digital marketing capabilities. Customer engagement is taken as a mediator, and digital transformation is taken as a moderator.

The direct link assumes that companies with more robust digital marketing attributes are able to cultivate increased market reach, communication with the customer, responsiveness and marketing effectiveness, which helps in their business performance. This relationship is supported by evidence from the Jordanian SMEs [1], [3], and [6] as well as the international companies [10], [16] and [18].

The mediation pathway suggests that digital marketing capacities are likely to influence the advancement of customer engagement, which in turn is expected to affect business performance. Research that named customer engagement as an important mechanism between customers' digital activity and the performance of the whole organisation [14, 19] supports this proposition. The moderation pathway suggests that digital transformation serves to impact the relationship in intensity between the digital marketing capabilities and business performance. Companies that experience more digital transformation can be more likely to be better equipped to integrate digital marketing channels into data, technology, procedures and strategic decision-making [4], [8], [11], [25].

Accordingly, the framework can be represented as:

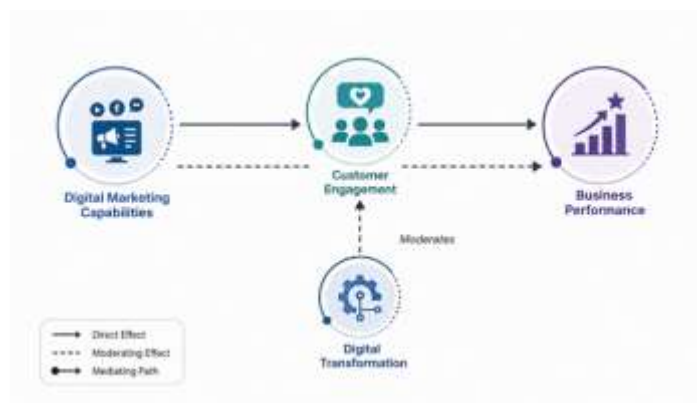


Figure 3: Conceptual framework

This is an integrated model of relationships which have been previously explored largely in isolation. It is also consistent with evidence on digital marketing strategies of commercial banks in Jordan [7], digital marketing capabilities and international performance [9] and digital technology capability and company performance [23].

C. RESEARCH HYPOTHESES

H1: Digital marketing capabilities have a positive and significant effect on business performance among businesses in Jordan.

H2: Digital marketing capabilities have a positive and significant effect on customer engagement among businesses in Jordan.

H3: Customer engagement has a positive and significant effect on business performance among businesses in Jordan.

H4: Customer engagement mediates the relationship between digital marketing capabilities and business performance among businesses in Jordan.

H5: Digital transformation positively moderates the relationship between digital marketing capabilities and business performance, such that the relationship is stronger at higher levels of digital transformation.

VI. CONCLUSION

In this paper, we propose an Integrated Framework to examine the effect of digital marketing capabilities on business performance from a Jordanian perspective. The model assumes that business performance can be enhanced by both the direct effect of Digital Marketing Capabilities, as well as indirect effects mediated through Customer Engagement. We hypothesise a moderating role for Digital Transformation in enhancing the transformation process of Digital Marketing capabilities into business performance. The research integrates evidence from the Jordanian SMEs' context with international literature on banks and organisations [1][25]. The most valuable contribution, therefore, of this framework is the investigation of the simultaneous presence of both the mediating and moderating effects with the direct impact of Digital marketing capabilities in a Jordanian perspective. The hypotheses proposed herein provide good opportunity for empirical testing in future studies and provide a direction to businesses in Jordan about combining of their Customer relationships, organizational Digital transformation and Digital Marketing Capabilities to achieve a sustainable business performance.

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