

Evidence-Based Tourism Policymaking, Policy Learning Capability, and Implementation Effectiveness: The Moderating Role of Data Governance Maturity

Suleiman Ibrahim Mohammad^{1,2}, Ilknur Ozturk^{3*}, Mohammad Faleh Hunitie⁴

¹Department of Electronic Marketing and Social Media, Economic and Administrative Sciences, Zarqa University, Zarqa, Jordan, ²INTI International University, 71800 Negeri Sembilan, Malaysia, ³Faculty of Economics, Administrative and Social Sciences, Nisantasi University, Istanbul, Turkey, ⁴Department of Public Administration, School of Business, University of Jordan, Amman 11942, Jordan. *Email: ilknur.ozturk@nisantasi.edu.tr

Received: 03 September 2025

Accepted: 15 March 2026

DOI: <https://doi.org/10.32479/tp.23720>

ABSTRACT

Although there is a growing body of literature about tourism policy and governance, the evidence-based tourism policymaking (EBTP) and its impact on the effectiveness of implementation are under investigated. This research work fills this gap by discussing how EBTP affects implementation effectiveness (IE) in the mediating role of policy learning capability (PLC) within the Jordan tourism industry. Based on the quantitative research design, 241 policymakers, tourism administrators, and stakeholders in the tourism industry in Jordan were sampled in the study. According to the results, the increased level of EBTP have a great impact on PLC, which positively affect IE. Besides, the findings show that the correlation between EBTP and PLC is more positive under high DGM as opposed to low DGM. Besides, the correlation between EBTP and IE is seen to be mediated by PLC. This paper, based on the Resource-Based View (RBV) and the Institutional Theory, has added to the tourism policy literature by illuminating on the importance of data-driven decision-making and learning processes in the organization in as far as effective policy outcomes are concerned. The results provide useful implications to policy-makers and practitioners who need to reinforce tourism governance systems and improve the performance of policies in emerging economies like Jordan.

Keywords: Evidence-based Tourism Policymaking, Policy Learning Capability, Implementation Effectiveness, Data Governance Maturity, Tourism Governance, Jordan

JEL Classifications: Z32, Q58, C55

1. INTRODUCTION

In the era of fast globalization, digital transformation, and growing complexity of policies, the tourism sector has become an essential part of economic growth, job creation and cultural exchange, especially in emerging economies like Jordan. Tourism in Jordan provides about 12.14% of the national GDP and is one of the major sources of foreign exchange earnings; some of the most visited areas in Jordan include Petra, Wadi Rum and the Dead Sea which receive an average of millions of foreigners every year (Abula

and Aihemaiti, 2025; Ooi et al., 2026). Nevertheless, the strategic significance notwithstanding, the sector is prone to endemic issues, such as inefficiency of the policies, gaps in the implementation, lack of institutional coordination, and underutilization of data-driven decision-making procedures (Kusbandrijo et al., 2025; Volgger et al., 2025). These burdens highlight the necessity of more effective and evidence-based tourism policymaking practises that can improve policy performance and promote sustainable development of the sector. EBTP is the logical application of data, empirical evidence, and analysis instruments to plan,

deliver, and analyse tourism policies (Sadiq et al., 2026; Fattah, 2024). The approach has become a notable one because of its ability to enhance transparency, accountability, and effectiveness of the policies. Nevertheless, the very presence of data does not imply effective policy results. The organizations should be able to learn lessons of policies, adapt to new environments and apply the knowledge in decision making. The capacity that is being conceptualized as PLC indicates the capacity of an institution to learn, understand and use the knowledge to make continuous improvements in policies (Ikbal, 2025; Sadiq et al., 2026). PLC, in this study, takes up the role of a crucial mediating process via which the EBTP affects IE. As the degree of achievement of policy goals in converting them into real life results, the issue of IE has been a longstanding focus of tourism governance (Kusbandrijo et al., 2025; Sadiq et al., 2026).

As in the case of Jordan, the execution of policies is usually limited by bureaucratic inefficiencies, a lack of coordination among the stakeholders, and policy implementation gaps (Fattah, 2024). This brings the necessity to determine organisational and institutional factors that can facilitate the implementation processes. The first one is the data governance maturity (DGM), which can be defined as the level to which organisations have well-developed systems, standards, and practices that regulate data quality, accessibility, security, and usage (Fattah, 2024; Abdou and Shehata, 2025). DGM operates to moderate by helping to make evidence-based methods more effective and facilitates organisations in using data to make informed decisions. The choice of these variables is theoretically based on the RBV and Institutional Theory. RBV has focused on strategy usefulness of intangible organizational capabilities (data utilization and learning processes) in attaining competitive advantage and performance outcomes (Barney, 1991). Meanwhile, the Institutional Theory emphasizes the impact of formal organization on the organizational behavior and on policy efficacy (DiMaggio and Powell, 1983). These viewpoints would provide a holistic approach by which this research would explore the interaction between internal capabilities and external institutional conditions to impact the results of tourism policies. Although the issue of tourism policy and governance attracts increased scholarly interest, there are still some serious research gaps. All previous research has centred on policy making instead of IE, which has created a huge knowledge gap about the operationalization of policies in the real world (Khan, 2022; Abula and Aihemaiti, 2025). Most of the available literature on evidence-based policymaking has not considered the mediating effect of organisational learning mechanisms (Zikri and Prasajo, 2026; Faruk and Sultana, 2021). Empirical studies have not investigated much on the application of DGM in the public sector, especially in tourism settings (Khan, 2022; Zikri and Prasajo, 2026). Research in developing economies like Jordan is limited and most of scientific studies are focused in Western or the highly developed environments (Zikri and Prasajo, 2026; Fattah, 2024). Also, RBV and Institutional Theory have very little integration when it comes to explaining tourism policy effectiveness (Ikbal, 2025; Rahman and Hye, 2022). Other gaps are the absence of multi-stakeholder perspective, limited empirical validation of the policy learning construct, and the lack of focus on digital transformation in the tourism governance (Fattah, 2024; Ooi et al., 2026). It is within

these gaps that the main aim of the research is to examine how EBTP affects IE via mediating PLC as well as moderating DGM. In particular, the researcher is going to (1) study the direct correlation between evidence-based policymaking and PLC, (2) determine the effect of PLC on IE, (3) determine the mediating role of PLC, and (4) study the reinforcing effect of DGM.

The given work has both theoretical and practical implications. In theory, it provides a contribution to the literature on tourism policy by attempting to combine the RBV and Institutional Theory to demonstrate the ways in which the capabilities of data and structure of governance affect the final policy. It is also used to add to the new discourse of EBTP adding the learning and data governance aspect to it. In practise, the research has practical implications to policymakers, tourism authorities, and stakeholders of the Jordan and other similar emerging economies so that they can implement more effective, responsive, and data-driven policies. The field of this study is especially topical considering the process of tourism digitalization and its growing focus on smart governance systems. The recent economic reliance on tourism, the complexity of the institutions, and the current policy reforms have provided this study with a unique context through tourism as a sector of the Jordan economy. This is inspired by the fact that there is a gap between policy design and implementation and that is desirable to enhance sustainable and resilient tourism development. Overall, this paper proposes a new, unifying framework, which connects EBTP, organizational learning, and data governance to policy IE. It is distinguished by integrating new constructs and filling research gaps by covering novel contexts, and offering a multifaceted, theory-informed analysis to benefit both the academic and policy contexts.

2. THEORETICAL BACKGROUND

This research has a theoretical basis on both the RBV and the Institutional Theory as they offer a sound and complementary approach to understanding how EBTP can be converted into IE using PLC and at different degrees of DGM. These theories are especially important in the integration because they help to understand the internal potential and external institutional forces that determine the tourism policy outputs in a complex governance context like Jordan. The RBV is based on the assumption that valuable, rare, inimitable, and non-substitutable (VRIN) resources and capabilities (Barney, 1991) are the drivers of organisational performance. EBTP and PLC are theorized as strategic intangible resources, which facilitate the effectiveness of the policy in the context of this study. EBTP is an organisational skill that manifests the capability to utilize data, analytics, and empirical insights to make a decision, whereas policy learning power is a dynamic system organizational competence that allows the organisation to become more adaptive and evolve (Rahman and Hye, 2022; Al Koliby et al., 2025). Previous research has demonstrated the fact that data-driven capabilities contribute to organizational performance and quality of decisions significantly (Kusbandrijo et al., 2025; Al Koliby et al., 2025). In a similar way, the organizations that are learning-oriented have greater chances to achieve high results because they can absorb and implement the knowledge (Aldhi et al., 2025). Empirical studies in the field of

public policy and tourism also argue in favour of the applicability of RBV in terms of policy effectiveness. Using the example of such studies, it is shown that governments that are better equipped in terms of analytical capacities and the diversity of knowledge systems are better placed to design and execute more effective policies (Volgger et al., 2025; Garcia et al., 2025). Making data analytics and knowledge-sharing mechanisms part of the tourism industry has been associated with better policy performance and destination management (Ooi et al., 2026). Besides, PLC is revealed as an essential facilitator, which converts the knowledge inputs into the actionable outputs of the policy (Abula and Aihemaiti, 2025). These results are quite instrumental in the premise idea at the root of this research that internal capabilities can be instrumental in improving IE. Nonetheless, RBV on its own cannot fulfil the task of describing the wider institutional context in which tourism policies are designed and executed. Institutional Theory is the complement theory to RBV because it focuses on the impact of institutional rules, norms, and structures of governance on the behaviour and outcome of an organization (DiMaggio and Powell, 1983). DGM is also viewed as an institutional mechanism in this study that influences the effectiveness with which organisations may use data to make policy. DGM is high which shows the established standards of data governance as well as regulatory and accountability systems that enable trust, data quality, and accessibility (Sadiq et al., 2026).

According to the Institutional Theory, the organization that is doing business in a well-established institutional environment is more prone to the adoption of the best practises, adherence to the regulations, as well as the increased rates of performance (Rahman and Hye, 2022; Abdou and Shehata, 2025). The institutional pressures, i.e., regulatory requirements, expectations of stakeholders, governance norms, play a crucial role in policies design and implementation in the tourism setting (Bindeebea et al., 2025). It has been empirically demonstrated that well-developed governance frameworks increase the effectiveness, coordination, and policy coherence (Ikbal, 2025; Sadiq et al., 2026). Moreover, the data governance as a moderating factor has become more and more identified in the recent studies, being an important factor to facilitate the effectiveness of decision-making based on evidence and enhance the results of policy outcomes (Zikri and Prasojo, 2026). The combination of RBV with Institutional Theory is a complete framework that covers both context-driven and capability-driven dynamics. Whereas RBV explicates how internal resources like evidence-based policymaking and PLC that make an entry into the IE, the Institutional Theory clarifies how the external governance frameworks, especially DGM that mediate these relations. The use of such integrative approaches has gained growing support by prior research in order to understand complex policy settings (Zikri and Prasojo, 2026; Garcia et al., 2025). The integration of the capability and institutional perspectives in tourism research was found to increase its explanatory capacity and give more finely-tuned information on the efficiency of policies (Fattah, 2024). In general, empirical and theoretical evidences provided by previous researchers also support the validity of the proposed model. It is possible to note that by integrating RBV and Institutional Theory, this study can additionally contribute to the existing knowledge gaps in the scholarship of tourism policy

because it provide a comprehensive view of how data-driven capabilities and institutional structures interconnect to determine the effectiveness of policy implementation. This combined outlook is especially effective in the emerging economies such as Jordan where both the organizational capabilities and the institutional conditions are essential in determining the results of tourism policy.

2.1. Evidence-based Tourism Policymaking and Policy Learning Capability

EBTP is central in enhancing PLC through instilling systematic use of data, analytical rigour and feedback forms of data in decision making in public sector institutions. By depending on empirical evidence, performance measures, and real-time information, policymakers provide the environment in which continuous learning, knowledge acquisition, and dynamic policy specifications possible. The process improve the capacity of an organization to make sense of intricate tourism dynamics, detect policy gaps, and incorporate past experience lessons into future actions (Kusbandrijo et al., 2025; Rahman and Hye, 2022). Here, PLC is not just an outcome but an active competence that is developed due to directed flows of information and evidence-based practices. The literature suggests that evidence-based decision-making contributes to organizational learning much better, making it more transparent, less uncertain, and more able to conduct an experiment (Whitney et al., 2003; Aldhi et al., 2025; Ikbal, 2025). Furthermore, those organisations that systematically gather and study data are more capable of institutionalization of learning routines and the creation of absorptive capacity which is the key to converting information into actionable knowledge (Volgger et al., 2025; Bindeebea et al., 2025). Evidence-based solutions in tourism governance assist in cross-sectoral learning and an increased capacity to adapt to emerging issues, especially when policy environments are very dynamic, and stakeholder-led (Faruk and Sultana, 2021). Moreover, it has been noted that, in cases where governments are embracing evidence-based structures, a greater level of policy adaptation and innovation can be observed because of enhanced knowledge implanting mechanisms (Garcia et al., 2025; Khan, 2022). All these reasons indicate that EBTP offers the infrastructural support needed to develop a strong PLC hence support the suggested positive relationship.

H₁: EBTP is positively related to PLC.

2.2. Moderating Role of Evidence-based Tourism Policymaking

The success of the EBTP in boosting the PLC highly depends on the DGM in institutions. The maturity in data governance indicates the existence of formal policies, standardized procedures and effective mechanisms of delivering high quality, access, security and accountability of data. Well-developed such systems of governance help the policymakers to collect, handle, and use credible data effectively thus enhancing the learning potential inherent in evidence-based approaches (Bindeebea et al., 2025; Ooi et al., 2026). Conversely, poor data governance models tend to create disjointed, inconsistent, and weak data, which prevents the capacity of organizations to create meaningful insights and learning processes (Bindeebea et al., 2025; Hebbbar, 2022). The literature indicates that developed data governance frameworks

help to integrate knowledge and enable organizational learning through encouraging data congruency, interoperability, and transparency between departments (Sadiq et al., 2026; Bindeeba et al., 2025). This organized information space enables policymakers to pursue more profound analysis, comparative analysis, and evidence synthesis that are essential to creating and empowering PLC (Rahman and Hye, 2022; Al Koliby et al., 2025). Moreover, high-DGM organizations have greater possibilities to use more sophisticated analytics and digital applications that increase the level of their capacity to detect patterns, predict trends, and implement corresponding changes in policies (Fattah, 2024; Abula and Aihemaiti, 2025). The tourism industry depends on numerous sources of data, including visitors, online services, and feedback, which can be converted into useful knowledge with the help of proper governance mechanisms (Garcia et al., 2025; Ooi et al., 2026). Hence, DGM reinforces the beneficial impact of EBTP on PLC by offering the institutional and technological framework under which the utilization of knowledge and the ongoing learning process can be achieved.

H₂: EBTP has a stronger, positive relationship with PLC when DGM is high than when it is low.

2.3. Mediating Role of Policy Learning Capability

The PLC has been shown to be a significant explanatory mechanism that transforms EBTP to improved IE. As much as evidence-based methods offer the informational context in which policy decisions are made, their influence on the final policy outcomes is determined by how far organizations can internalize, interpret such knowledge and put the same knowledge in practice. PLC also allows institutions to transform data-driven insights into adaptive strategies, optimize operational processes, and deal with challenges of implementation in a systemic and informed way (Volgger et al., 2025; Ikbal, 2025). The possibilities of the EBTP can otherwise be underused without such learning mechanisms. The literature that is already available emphasises that organizations that are learning-oriented are more efficient in reducing the disparity between policy formulation and implementation through the development of feedback loops and feedback-driven improvements (Abdou and Shehata, 2025; Rahman and Hye, 2022). The skill to learn through the past experiences, interaction with stakeholders, and the outcome of performances can improve the implementation success in a considerable amount in the context of the public policy (Rahman and Hye, 2022; Abdou and Shehata, 2025). Additionally, PLC enhances the integration of knowledge on various governance tiers, whereby the insights that are produced through policymaking are successfully shared and implemented (Volgger et al., 2025; Fattah, 2024). Learning capability is vital especially in the tourism industry where there are dynamic demand dynamics and multi-stakeholders are involved in the process (Fattah, 2024; Volgger et al., 2025). Empirical research indicates that organizations characterised by robust learning abilities are more adaptable, coordinated, and responsive and these factors are of paramount importance to successful policy implementation (Zikri and Prasojo, 2026; Aldhi et al., 2025). Hence, the EBTP is converted to practical IE through a mediating pathway, PLC, thus explaining its centre of the offered model.

H₃: PLC mediates the relationship between EBTP and IE.

3. METHODS AND DATA

3.1. Sample and Data Collection Procedure

We gathered the data within the database of the Jordan Tourism Board and Ministry of Tourism and Antiquities. Our sample included the following criteria: (1) public and semi-public tourism institutions that are directly involved in policymaking; (2) Organizations that are involved in tourism planning, regulation, or policy implementation; (3) Organizations that work in the sphere of tourism and hospitality industry; (4) those institutions created during the year 2010 or later; (5) those organisations that hire <300 employees as of January 01, 2026. A total of 550 tourism related Organizations were randomly chosen out of a database of 14,800 registered organisations. The choice of tourism institutions was based on the fact that they are a key pillar in the economic development strategy and national growth agenda of Jordan. We recorded the data in two waves whereby the questionnaire was administered in person so that all independent and moderating variables were recorded during the first wave (T1) but the dependent variable was recorded 5 months later in the second wave (T2). A questionnaire on evidence-based tourism policymaking, data governance maturity and policy learning capability was delivered face-to-face to 550 high-profile policymakers, directors and administrative heads of the organisations in our sample in March 2026. We obtained responses of 241 organisations after making a number of visits to the head offices of the institutions. To minimize the possible issues related to having a single informant as well as the common method bias (Podsakoff et al., 2012), we separated the time of measuring the independent and moderating variables, and the time of measuring the dependent variable by a distance of 5 months. In this regard, a second questionnaire was handed over physically to policy implementation managers and operational supervisors of the 241 organisations to examine the level of the effectiveness of implementation. We got 236 surveys that contained information on the variables of interest. Upon disallowing missing data, we had 229 responses (114 out of 564) matched between the first and second survey and this is a response rate of 41.6%. The sample size is 27.80 that has a SD of 14.10 full-time employees with a mean age of 9.20 and SD of 3.45. The final sample was assessed using the method of early and late respondents to measure the nonresponse bias whereby the assumption is that late respondents are closer to the nonresponses (Kusbandrijo et al., 2025). In applying Pearson chi-square test as a method of categorization Ooi et al. (2026), the findings reveal that there was no significant difference between the early and late respondents as regards to the categorization of their organizations in terms of their age, size, and sector groupings. Therefore, it is not deemed that nonresponse bias can be a critical threat to our results.

3.2. Measures

We have employed a seven-item scale with anchors indicating a range of strongly disagree to strongly agree unless otherwise. The specific items, validity and reliability of the constructs of the study are presented in Table 1.

3.2.1. Evidence-based tourism policymaking

EBTP was measured using items that were based on previous policymaking and data-driven governance research (Ikbal, 2025;

Table 1: Measures and results of validity tests

Items	Loading	t-value
PLC		
$\alpha=0.87$; CR=0.88; AVE=0.73; HSV=0.21		
Our organization effectively learns from past policy experiences to improve future decisions	0.79	(1.00)
On average, each year, we update our policies based on lessons learned from previous implementations	0.75	(10.84)
Industry experts would say that we are more proactive in adapting policies based on emerging knowledge and insights	0.88	(14.97)
Our organization continuously improves its policymaking processes through learning	0.82	(13.55)
Our institution has developed strong mechanisms to capture and apply policy-related knowledge	0.78	(12.41)
Our organization is effective in transforming policy-related information into actionable improvements	0.76	(11.88)
DGM		
$\alpha=0.82$; CR=0.83; AVE=0.59; HSV=0.15		
Government frameworks ensure that our organization maintains high data quality standards	0.77	(1.00)
Our organization has well-defined processes for managing and accessing data	0.84	(15.63)
There are strong internal controls to ensure data security and reliability	0.86	(16.12)
Our organization effectively integrates data across departments for decision-making	0.85	(15.78)
External stakeholders encourage us to maintain robust data governance practices	0.88	(17.45)
Digital systems in our organization support efficient data management and usage	0.90	(18.11)
EBTP		
$\alpha=0.80$; CR=0.81; AVE=0.57; HSV=0.13		
We rely on data and empirical evidence to design tourism policies	0.86	(1.00)
We use analytical tools to support policymaking decisions	0.73	(12.34)
We integrate research findings into tourism policy formulation	0.89	(18.76)
We collaborate with stakeholders to gather data for policymaking	0.84	(17.22)
We ensure that policies are based on verified and reliable information	0.82	(16.01)
IE		
$\alpha=0.89$; CR=0.90; AVE=0.75; HSV=0.18		
Achievement of policy objectives	0.92	(1.00)
Improvement in service delivery outcomes	0.91	(23.44)
Efficiency in policy execution	0.90	(22.18)
Stakeholder satisfaction	0.87	(18.92)
Overall implementation success	0.85	(17.36)

t-values are shown in parentheses. AVE: Average variance extracted, CR: Construct reliability, HSV: Highest shared variance

Sadiq et al., 2026). The items describe the systematic utilization of data, analytics, and empirical information to design and develop policies by tourism institutions.

3.2.2. Data governance maturity

We used existing literature on data governance in order to scale DGM through the items (Bindeeba et al., 2025; Volgger et al., 2025). These items are used to gauge whether the organizations have formal structures, standards, and practices that guarantee the quality, accessibility, security, and accountability of data.

3.2.3. Policy learning capability

The measures that were used to measure PLC were specifically created in this study (Zikri and Prasojo, 2026; Ikbal, 2025). Through a thorough literature review, we came up with major themes through interviewing 18 policymakers and top tourism administrators. After that, seven items were generated to represent the policy learning capability construct. We used the exploratory factor analysis (EFA) and a direct oblimin rotation which indicated a single factor to PLC scale. Cross loadings made one item to be removed. With the application of oblimin rotation, an item is able to freely load on many factors and therefore reflects the actual effect on all of the factors.

3.2.4. Implementation effectiveness

Managers of policy implementation were requested to evaluate the effectiveness of their organizations in terms of meeting policy goals, (2) enhancement of service delivery patterns, (3) efficiency

of policy, (4) stakeholder satisfaction, and (5) implementation success relative to other comparable institutions (Ooi et al., 2026; Garcia et al., 2025). It is also desirable to use the perceptual performance measure rather than the objective measure since the managerial perceptions of effectiveness or failure have crucial administrative consequences.

3.3. Control Variables

We reliably adjusted on the organization size and organization age, policy development spending and sector type. The organization size was in terms of number of full time employees and organisation age in terms of number of years the institution was founded. The factors of size and age of the organisations were controlled due to the reason that larger and older organisations would be more resourceful to execute the use of EBTP, which can be converted into increased PLC and IE (Al Koliby et al., 2025). The spending on the policy development was an indicator that was measured as a percentage of the total budget spent on new policy initiatives (Fattah, 2024). We have adjusted to policy expenditure since organisations with higher resources to policy development have higher chances of reinforcing the learning mechanisms and succeeding in implementation. Lastly, we included sector dummy which is 0 = low tourism activity; 1 = high tourism activity. Sector type was adjusted due to the reason that the organizations located in the areas of high tourist activity are likely to have a more significant policy planning and coordination of stakeholders, which may result in more successful implementation (Al Koliby et al., 2025).

3.4. Method Bias (CMB), Validity, and Reliability Test

To determine whether there is a possible threat of common method variance affecting our data, we used two primary procedures. To begin with, we have used the methodology of Lindell and Whitney (2001) and have chosen an item (i.e., I like the blue colour) which is not conceptually related to any of the constructs employed in our research. We obtained insignificant correlations with values of -.01 through to 0.01. Second, we adopted the procedure of Podsakoff et al. (2012) and incorporated one common latent factor in the model. The results of the model without common method factor were: $\chi^2/DF = 1.21$, CFI = 0.93, RMSEA = 0.05, and TLI = 0.95, and the model with common method factor were: $\chi^2/DF = 1.16$, CFI = 0.94, RMSEA = 0.06 and TLI = 0.96. The comparison of the two models reveals that path coefficient of the main model remained unchanged after the addition of the model with no common method factor. Furthermore, the items loaded better on the respective constructs as compared to the latent common method factor. Overall, we believe that our results are not significantly influenced by CMB. Then, the reliability and validity of the measures were evaluated using Cronbach alpha, average variance extracted (AVE) and composite reliability (CR). As stated previously, the alpha and CR of Cronbach were larger than the recommended cut-off value of .70 of all measures (Fornell and Larcker, 1981). All CR values were much higher than 0.60, which is taken to be an indicator of convergent validity (Garcia et al., 2025). To test the discriminant

validity, a series of comparison tests were run to test the differences in Chi-square of the main model versus a series of restricted models. The findings proved that the models are unique. There was also use of the method proposed by Fornell and Larcker (1981) to evaluate discriminant validity. We, therefore, checked that AVE exceeded the maximum shared variance (HSV) between any two constructs. The findings indicate that on all constructs, the AVE was higher than the HSV between any 2 constructs hence there is discriminant validity of our constructs.

4. RESULTS

4.1. Analytical Procedure and Findings

Table 2 shows the descriptive statistics and the correlation of the variables. The mean centred variables were used as a way of reducing the possibility of having multicollinearity due to the use of the variables (Kusbandrijo et al., 2025). The regression models had the biggest variance inflation factor (VIF) of 3.52, which may indicate that our study is not affected significantly by multicollinearity (Ikbal, 2025). The hypotheses were tested by the use of hierarchical regression.

The results of regression are given in Table 3. The dependent variable in Models 1-4 is PLC. Model 1 incorporates all the

Table 2: Descriptive statistics and correlations

Variables	1	2	3	4	5	6	7	8
Organization size (employees)	—							
Organization age (years)	0.07	—						
Policy development spending	0.09	0.18*	—					
Sector type	-0.02	0.07	0.10	—				
DGM	-0.12*	-0.05	0.08	0.01	—			
EBTP	0.04	0.12	0.03	0.00	0.20**	—		
PLC	0.12	0.11	0.08	0.24**	0.13*	0.26**	—	
IE	-0.11	-0.13	0.10	0.11	0.15*	0.34**	0.36**	—
Mean	27.80	9.20	1.53	0.48	4.72	4.59	4.70	4.61
SD	14.10	3.45	1.42	0.41	0.79	1.05	1.01	1.02

P<0.05. **P<0.01

Table 3: Regression results

Models	Model 1-4: PLC				Model 5-8: IE			
	1	2	3	4	5	6	7	8
Control variables								
Organization size (employees)	0.13*	0.11*	0.10*	0.07	-0.12**	-0.12**	-0.10*	-0.10*
Organization age	0.11*	0.08	0.07	0.07	-0.12*	-0.12*	-0.11*	0.11*
Sector type	0.18***	0.16***	0.15***	0.15***	0.07	0.06	0.06	0.06
Policy development spending	0.05	0.03	0.04	0.04	0.08	0.07	0.06	0.07
Independent variable								
EBTP		0.28***	0.28***	0.34***		0.05	0.06	0.05
Moderator								
DGM		0.14**	0.13**	0.13*	0.12*	0.12*	0.11*	0.11*
Interaction								
EBTP * DGM				0.42**				0.39**
Mediator								
PLC							0.38***	0.37***
Model fit statistics								
F ratio	1.68	3.95***	5.82***	6.21***	1.55	3.71***	5.74***	6.85***
R ²	0.10	0.14	0.16	0.18	0.12	0.15	0.17	0.19
ΔR ²	—	0.04	0.02	0.03	—	0.03	0.02	0.03
Largest VIF	1.93	3.20	1.79	1.82	1.71	2.10	2.61	3.52

Standardized coefficients are shown. *P<0.10. **P<0.05. ***P<0.01

control variables. Model 2 incorporates evidence-based tourism policymaking, and the finding of Model 2 indicates that EBTP plays a major role in PLC ($\beta = 0.31, P = 0.01$). This observation supports H_1 .

The effect of EBTP on PLC did not become insignificant when DGM was introduced into the regression equation in the model ($\beta = 0.28, P < 0.01$). Model 4 introduced the interaction factor between EBTP and DGM. The finding of Model 4 and Figure 1 indicates that the interaction is positive and significant ($\beta = 0.42, P < 0.01$), which implies that the influence of EBTP on PLC is greater in high DGM than in low DGM. H_2 is supported by this finding. IE is the dependent variable in Models 5-8. The mediating hypothesis of PLC is tested by models 5-8. The procedure adhered to by Zhao et al. (2010) was the one taken to test the mediating hypothesis. One, there must be a significant relationship between the independent variable and the mediating variable. Similarly to what had been noted in the case of Model 2, EBTP (independent variable) has a positive and significant relationship with PLC (mediating variable) ($\beta = 0.31, P = 0.01$). Second, the dependent and the mediating variable need to have a significant association. Model 7 result indicates that PLC has a positive relationship with IE ($\beta = 0.38, P < 0.01$). Third, the significance or coefficient of an independent variable on a dependent variable must be non-significant or smaller when there is the presence of the mediating variable in the regression equation. The outcome of the Model 7 indicates that the relationship between PLC and EBTP was positive ($\beta = 0.38, P < 0.01$) when both factors are put in the equation. Nonetheless, the effect of EBTP on IE turns insignificant ($\beta = 0.06, ns$). These results indicate that PLC moderates the connexion between EBTP and IE. Thus, H_3 is supported. We examined the conditional indirect effect of EBTP on IE (through PLC) at the values of DGM, through PROCESS macro to determine the validity of moderation hypothesis (cf. Preacher et al., 2007). In this regard, DGM was established at high and low levels one standard deviation above and below the mean score. Table 4 indicates that the value of EBTP on IE indirectly impacted by PLC was

dependent on the amount of DGM. These findings indicate that the indirect effect was stronger (0.06) and significant at a high level of DGM (CI ranging between 0.04 and 0.14) and weaker (-0.01) and non-significant at a low level of DGM (CI ranging between -0.02 and 0.08). Therefore, H_3 was confirmed.

4.2. Robustness Tests

Further analyses were conducted in order to determine the strength of the findings. To begin with, the hierarchical regression models applied in the test of the hypotheses were repeatedly applied using randomly selected subsets of sampled organizations of 90% of the sample to 50% of the sample (Slevin and Covin, 1997). The statistical support of all the results of Hypotheses 1-3 was held at the $P < 0.05$ level or higher, which indicates that the findings provide strong relationships in the dataset. Second, we re-modelled our model using policy outcome efficiency as a dependent variable. Three items were utilized to assess policy outcome efficiency (i.e., timeliness, objective adherence, and satisfaction among stakeholders). The findings validated above results on all hypotheses as to policy outcome efficiency as a dependent variable.

5. DISCUSSION

This research examines the interactions between EBTP, PLC and IE with special consideration to the moderating effect of DGM. The results strongly support the hypothesised relationships, which can inform valuable information on how tourism institutions in Jordan can use structured and data-driven strategies to enhance policy results. The findings show that EBTP has a positive relationship with PLC (H_1). This result is consistent with previous studies that have asserted that data-driven and empirically informed strategies are effective in improving organizational learning in the context of a public sector (Volgger et al., 2025; Abula and Aihemaiti, 2025). The systematic gathering, analysis, and incorporation of data allow institutions to build systems to learn lessons of the previous policy efforts, improve clinical processes, and increase the flexibility of the decision-making systems (Faruk and Sultana, 2021; Sadiq et al., 2026). This finding aligns with the research which has indicated that policy learning is essential in attaining strategic alignment in the administration of the state (Fattah, 2024; Bindeeba et al., 2025; Hebbar, 2025). The paper also proves that the positive influence of EBTP on PLC is much greater in case of DGM high (H_2). This moderating influence confirms the results described in the data management and governance literature that demonstrate the ability of mature governance structure, defined by formal standards, safe data management, and inter-unit integration to enrich the organizational capacity of transforming information into actionable knowledge (Volgger et al., 2025; Aldhi et al., 2025). High data governance brings about reliability, consistency and transparency in data thereby enhancing learning outcomes in tourism where the data is usually distributed across various sources (Al Koliby et al., 2025; Sadiq et al., 2026). This

Figure 1: Interaction of EBTP, DGM and PLC

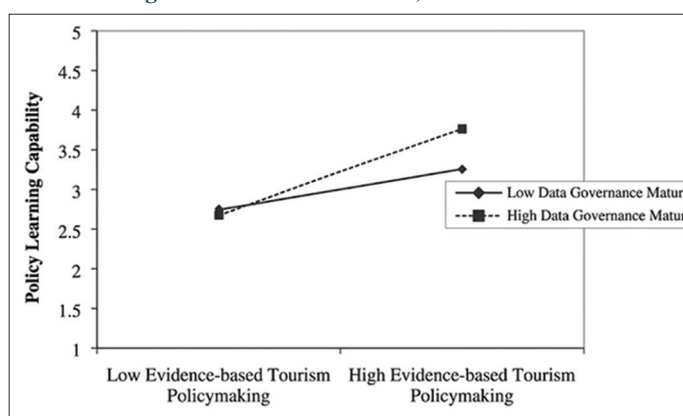


Table 4: Test of conditional indirect effects at values of DGM (Moderator)

Moderator	IE	Level	Conditional indirect effect	SE	LL 95% CI	UL 95% CI
DGM	Low (-1.08)	-0.01	0.04	-0.02	0.08	
DGM	High (1.08)	0.06	0.03	0.04	0.14	

Results are based on 10,000 bootstrap samples

finding confirms the findings of previous studies that evidence-based approach efficacy depends on institutional preparedness and data infrastructure (Fattah, 2024; Kusbandrijo et al., 2025). Interestingly, the result aligns with the research pointing out that poor data governance may limit organizational learning and hinder the successful translation of evidence into policy (Ikbal, 2025; Abdou and Shehata, 2025). Moreover, EBTP and IE are intermediated by PLC (H_3). The findings indicate that EBTP might not be directly translated into an increased implementation process unless it is accompanied by effective learning processes (Zikri and Prasojo, 2026; Faruk and Sultana, 2021). This mediating position is consistent with organizational learning theories which establish that knowledge acquisition and assimilation are important channels that inputs influence outputs (Fattah, 2024; Garcia et al., 2025).

Our results are also related to previous studies in the public sector where learning capability has been identified to enhance the efficiency, timeliness, and quality of policy implementation (Rahman and Hye, 2022; Abdou and Shehata, 2025). This mechanism becomes especially instrumental in tourism because it is important to not only gather and analyse data but to institutionalize feedback loops, reflective practises, and iterative improvements to make the implementation effective (Rahman and Hye, 2022; Aldhi et al., 2025). The results of the study also reflect the previous evidence in the related areas of policy effectiveness and innovation. As an example, evidence-based practices can make learning and operational success more likely, especially when the data governance and stakeholder interaction are high (just like in our findings), as was observed in other healthcare and environmental policy studies (Zikri and Prasojo, 2026; Faruk and Sultana, 2021). Although our research confirms these previous findings, it also provides some detail by identifying the situational role of tourism institutions in Jordan that have to work in shifting policy settings affected by the limits of resources, the complexity of stakeholders, and the trends of digital transformation (Garcia et al., 2025; Ooi et al., 2026). In comparison with the more advanced settings Fattah (2024); Volgger et al. (2025), our results indicate that establishing data governance capacity is especially vital to help the countries with middle incomes to achieve the benefits of EBTP. Surprisingly, although many of our past studies have focused on direct impacts of evidence-based practises on outcomes Abdou and Shehata (2025), Kusbandrijo et al. (2025), our findings suggest that both mediating and moderating processes are important and should be taken into account. The high interplay between the evidence based policymaking and DGM suggests that institutional and technological preparedness of an organization may either enhance or limit policy learning, which subsequently influences the result of the implementation. This integrative view corresponds to the RBV and the institutional theory that the policy effectiveness is jointly decided by organizational capabilities and institutional governance structure. Overall, the work proves that EBTP positively affects PLC, which, in turn, positively influences IE, and the effect is more intensified at high DGM. The outcomes are mostly aligned with previous literature in the field of the public administration, organisational learning, and tourism management, as well as offer new perspectives to the Jordanian tourism institutions, which have to conduct their business in challenging policy and data settings. Together, the results highlight the essence of considering empirical

data, learning systems, and policy frameworks to reinforce the policy outcomes within tourism industries worldwide.

5.1. Theoretical Contributions

The paper contributes to the body of knowledge in terms of theoretical development as it presents the combination of the RBV and institutional theory to explain the effect of EBTP on PLC and IE. According to RBV attitude, EBTP and PLC can be regarded as essential organizational resource and capabilities, which are valuable, rare, and difficult to imitate and through which tourism institutions would attain the best implementation results. The mediating role of PLC brings out that, it is not enough to have evidence-based resources in the organization, but the capacity of the organization in internalising, interpreting and applying the resources is very critical to ensure that the resources translate to effective outcomes. The institutional theory also augments this interpretation by demonstrating that DGM is a situational process, which synchronises the organizational practices to the formal rules, norms, and expectations, hence increasing the efficiency of evidence-based solutions (DiMaggio and Powell, 1983). The mediating role of DGM emphasises the fact that institutional mechanisms and formalised systems enhance the relationship between resources and performance that presence of compliance and legitimacy can reinforce the organisational capabilities. Taken together, this research contributes to the literature on tourism policy by showing that EBTP, PLC, and DGM are interacting with an effect on shaping IE. It builds on the earlier research on organizational learning and policy adoption by providing a resource and institution-specific framework that can be utilized in tourism governance and especially in the emerging tourism setting like Jordan. These contributions also offer a theoretical perspective on how policy success is achieved through joint contributions of organizational capabilities and institutional mechanisms.

5.2. Practical Implications

The research has some viable policy implication on tourism policymakers, administrators, and institutions. To begin with, the findings suggest that EBTP could be useful in enhancing PLC and IE to a large extent. The practitioners are thus encouraged to focus on systematic gathering, analysis and implementation of empirical data during the process of designing and implementing tourism policies. Institutions can make policy processes adaptive and refining to meet changing conditions in the market, stakeholder expectations as well as sustainability goals by integrating structured learning mechanisms into the policy process. Second, the moderating nature of DGM implies that organisations need to invest in well-developed data management systems, formalised procedures, and institutional protocols that can guarantee the reliability of data, its security, and accessibility. This, in practice, would involve the introduction of digital platforms, standardized reporting systems, and data-sharing models that enable informed decision-making by departments and stakeholders. Good governance mechanisms do not only enhance learning but also increase legitimacy and stakeholder trust which is very important in tourism policy setting. Third, policymakers can use the insights to initiate capacity-building policies among the staff and administrators. Evidence utilization, policy evaluation, and

knowledge management training programmes can enhance internal capacities, hence the execution of policies and organisational performance. Last but not least, these results emphasise the need to combine the technological preparedness and strategic planning in tourism institutions so that the resources, capabilities, and institutional norms can be better aligned. This is achieved through an interdisciplinary approach so that the policies are not only empirically based, but also implemented to bring about sustainable development and competitiveness in the tourism industry.

6. CONCLUSION

This paper has analysed the connexions among EBTP, PLC and IE with the moderating effect of DGM. Findings suggest that the relationship between EBTP and PLC is significant, which mediates the association between policymaking and IE. Furthermore, DGM enhances the effectiveness of the evidence-based approaches on learning, showing that organisational forms, institutionalized processes, and mechanisms play a crucial role in terms of converting resources into an effective policy outcome. The results give empirical data in support of the synthesis of resource-based and institutional views on the governance of tourism. According to a resource-based perspective, evidence-based policymaking and learning capability are important organizational resources that are challenging to replicate and create competitive edge in the implementation of policies. The institutional theory fills the gaps because it depicts that established systems of governance guarantee adherence, validity, and efficient application of resources and, thus, the greater effect on the outcome of implementation. By and large, this research highlights that the effective development of tourism policies is not anchored on the availability of evidence or resources alone but also on the capacity by institutions to learn, adapt and institutionalize knowledge in institutionalized governance structures. To the tourism institutions, particularly in developing backgrounds such as Jordan, the research findings point out the vitality of incorporating empirical information, formal learning and strong information management to meet the policy targets successfully. To sum up, the research adds both theoretical and practical value to the literature as it offers a unified framework of the co-occurring relationship between EBTP, learning processes, and governance models that contribute to the success of implementation. The findings provide the basis of future studies and practical policies that can be used in promoting tourism policy performance in any part of the world.

Even though this study has made contributions, there are a number of limitations that offer prospects in future research. The research study used cross-sectional design where data was obtained at one point in time and as such, this design might not allow the researcher to make causal inferences. Future studies may also seek to use longitudinal designs to entail how EBTP, PLC and IE change over time. Second, the research targeted the tourism institutions in Jordan. Although it gives context-specific information, the results cannot necessarily be fully applied to other areas, which have different institutional, cultural, or regulatory contexts. Future research ought to take into account cross-country comparisons to determine whether the relationships that have been

observed are applicable in different policy and tourism situations. Third, the research was based on the use of perceptual measures of constructs like PLC and IE. Despite the fact that perception-based indicators measure the insights of managers, they can be biased by the bias in responding. Research in the future may include objective performance measures, i.e. policy outcomes, compliance measures, or tourism performance measures to triangulate results. Fourth, even though the study has addressed data governance maturity as the moderator, other organizational and situational factors, including leadership support, digital infrastructure, or stakeholder engagement, can also contribute to the efficacy of EBTP. Further studies can be conducted to identify other moderators and mediators in a bid to come up with a detailed picture of the processes of policy implementation. Lastly, the relationship between emerging technologies, including AI-based analytics and smart tourism apps, and policy learning may also be examined in future research, which provide understanding of how the digital transformation influences tourism management and organisational potential around the world.

REFERENCES

- Abdou, A.H., Shehata, H.S. (2025), Digital synergy for hospitality sustainability: A moderated mediation model of IoT, data-driven decision-making, AI, and hotel sustainable performance. *Frontiers in Sustainability*, 6, 1727952.
- Abula, K., Aihemaiti, Y. (2025), Digitalization and culture-tourism integration in China: The moderated mediation effects of employment quality, infrastructure, and new-quality productivity. *Sustainability*, 17(19), 8792.
- Al Koliby, I.S., Al-Swidi, A.K., Al-Hakimi, M.A., Farhan, S.A.G. (2025), How green knowledge-oriented leadership drives green innovation in SMEs: The mediating role of environmental strategy and the moderating role of green AI capability. *Cogent Business and Management*, 12(1), 2520914.
- Aldhi, I.F., Suhariadi, F., Rahmawati, E., Supriharyanti, E., Hardaningtyas, D., Sugiarti, R., Abbas, A. (2025), Bridging digital gaps in smart city governance: The mediating role of managerial digital readiness and the moderating role of digital leadership. *Smart Cities*, 8(4), 117.
- Barney, J. (1991), Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Bindeeba, D.S., Atuhaire, S., Bakashaba, R., Tukamushaba, E.K. (2025), Digital business process integration and sustainability among smes: The mediating role of operational efficiency and the moderating role of credit access. *Journal of Sustainable Business*, 10(1), 11.
- DiMaggio, P.J., Powell, W.W. (1983), The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147-160.
- Faruk, O.M., Sultana, M.S. (2021), Comparative analysis of BI systems in the U.S. And Europe: Lessons in data governance and predictive analytics. *Journal of Sustainable Development and Policy*, 1(5), 1-38.
- Fattah, I.A. (2024), Decision making performance of business analytics capabilities: The role of big data literacy and analytics competency. *Business Process Management Journal*, 30(6), 2096-2126.
- Fornell, C., Larcker, D.F. (1981), Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Garcia, C.I., Pforr, C., Volgger, M. (2025), A research roadmap for evidence-informed policymaking in tourism. *Tourism Geographies*, 27(2), 145-167.

- Hebbar, K.S. (2022), Machine learning-assisted service boundary detection for modularizing legacy systems. *International Journal of Applied Engineering and Technology*, 4(2), 401-414.
- Hebbar, K.S. (2025), AI-driven real-time fraud detection using kafka streams in fintech. *International Journal of Applied Mathematics*, 38(6s), 770-782.
- Ikbal, M.Z. (2025), A meta-analysis of AI-driven business analytics: Enhancing strategic decision-making in SMEs. *Review of Applied Science and Technology*, 4(2), 33-58.
- Khan, M.N.I. (2022), A systematic review of legal technology adoption in contract management, data governance, and compliance monitoring. *American Journal of Interdisciplinary Studies*, 3(1), 1-30.
- Kusbandrijo, B., Vyandri, M.A., Dwijayanti, R. (2025), Policy formulation analysis based on evidence from the development of Lapindo mud as a dark tourism destination in Sidoarjo regency. *Society*, 13(1), 88-113.
- Lindell, M.K., Whitney, D.J. (2001), Accounting for common method variance in cross-sectional research designs. *Journal of applied psychology*, 86(1), 114.
- Ooi, S.K., Balasundaram, U., Amran, A. (2026), Leveraging big data analytics capability for firm performance: The moderating role of data governance. *Business Process Management Journal*, 1-24.
- Podsakoff, N.P., Podsakoff, P.M., MacKenzie, S.B., Maynes, T.D., Spolma, T.M. (2014), Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *Journal of Organizational Behavior*, 35(S1), S87-S119.
- Preacher, K.J., Rucker, D.D., Hayes, A.F. (2007), Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, 42(1), 185-227.
- Rahman, S.T., Hye, A. (2022), Data driven business intelligence tools in agribusiness a framework for evidence-based marketing decisions. *International Journal of Business and Economics Insights*, 2(1), 35-72.
- Sadiq, M., Hussain, A., Nisar, Q.A., Gamage, A., Sakka, G., Hayat, A. (2026), Big data governance and knowledge creation: The role of big data management capabilities in the hotel industry. *Journal of Knowledge Management*, 30, 118-146.
- Slevin, D.P., Covin, J.G. (1997), Strategy formation patterns, performance, and the significance of context. *Journal of Management*, 23(2), 189-209.
- Volgger, M., Cheer, J., Pforr, C. (2025), Evidence-informed decision-making in sustainable tourism: From research to action. *Journal of Sustainable Tourism*, 33(4), 613-627.
- Whitney, B.A., Wood, K., Bjorkman, J.E., Cohen, M. (2003), Two-dimensional radiative transfer in protostellar envelopes. II. An evolutionary sequence. *The Astrophysical Journal*, 598(2), 1079-1099.
- Zikri, M., Prasajo, E. (2026), Strengthening policy capacity and human-centric approaches drives successful smart governance implementation. *Jurnal Ilmiah Manajemen Kesatuan*, 14(1), 1179-1194.