

The impact of digital content of marketing mix on marketing performance: An experimental study at five-star hotels in Jordan

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ABSTRACT

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The study aimed to examine the impact of the marketing mix for digital content on the marketing performance of five-star hotels in Jordan. The dimensions of the marketing mix for digital content were (digital marketing database, social media platforms, digital pricing, and digital advertising), while the dimensions of marketing performance were (customer loyalty, customer satisfaction, and attracting new customers). The study population represented five-star hotel customers in Jordan, where an appropriate sample of (294) customers was used. The data of the study were analyzed using the Structural Equation Modeling (SEM) technique. The study concluded that all dimensions of the marketing mix for digital content had a positive impact on the marketing performance of five-star hotels in Jordan. Accordingly, the study recommended managers in these hotels pay more attention to promoting through digital means by publishing advertisements that include images and videos related to the quality of services available.

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1. Introduction

Business organizations practice their activities in a marketing environment that is witnessing qualitative and rapid changes, as the factors of this environment generate new opportunities that organizations can take advantage of in enhancing their competitive position and also result in threats that may cause some of these organizations to lose their market share (Czinkota et al., 2021; Dominici, 2009; Borden, 1964). As modern media and communication technology has become vital in guiding consuming behavior and patterns, technological progress and worldwide trends are among the most influential variables on the dynamic business environment in general, and the marketing environment in particular (Nair & Gupta, 2021; Eldahamsheh et al., 2021). The remarkable growth in technological innovations has prompted the emergence of new concepts in marketing science based on interactive communication with customers and managing virtual distribution channels through artificial intelligence applications and the use of the Internet (Chomiak-Orsa & Liszczyk, 2020; Constantinides, 2006). Mohammed (2022) indicated that the most prominent and most controversial of these concepts in recent times was “digital marketing”, which represents a new approach in marketing supported by digital features and tools that ensure the effective implementation of marketing strategies and plans by providing digital content that suits the needs of the organization’s customers and monitoring its changes in a way to achieve a distinct competitive position.

Increasing competition in local and global markets has led organizations to seek to devise contemporary strategies that enable them to achieve outstanding and sustainable performance. The majority of these strategies were based on customer orientation through pioneering products and services that exceed their expectations and meet their aspirations (Kopalle et al., 2020; Al-

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Hawary et al., 2013). In addition, marketing performance based on the speed of response to changes in customer needs and the flexibility of organizational resources was considered the main pillar of maintaining existing customers and attracting new customers in order to ensure the continuity and growth of the organization and increase the chances of strategic success in a highly volatile business environment (Goi, 2009). The digital revolution has resulted in a series of fundamental changes in the management of people's lives, as the focus has increased on the use of digital software and applications in various life activities, including those related to the purchase process and the selection between the offered brands (Alolayyan et al., 2018). Business organizations have suffered from the difficulty of achieving strategic goals and maintaining their customers in these dynamic conditions, so that traditional marketing methods are no longer able to achieve outstanding marketing performance that helps the organization enhance its competitiveness and achieve sustainability in its competitive advantage (Išoraitė, 2016).

Recently, organizations have tended to implement modern marketing tactics and policies based on the use of digital content and its entertainment and educational mix to promote their products and services in an attempt to achieve continuous and interactive communication with customers and seek to get closer to their interests and accurately identify their needs (Londhe, 2014). Despite this, it was found that there is a lack of literature related to the study of the marketing mix of digital content and the implications of its application on the results of the work of organizations, especially in the hotel sector in Jordan, which represents the main pillar of the tourism industry and the main attraction factor for foreign investments that help drive economic growth and prosperity.

Jordan has a distinct geographical location and unique climatic diversity among the countries of the Arab region, as well as the availability of archaeological and religious sites that make it an attractive tourist destination for many Arab and foreign tourists. Therefore, the growth and development of the tourism industry are considered an indicator of economic prosperity due to its direct and indirect connection with the rest of the economic components and as an attraction factor of major foreign investment. The main challenge to achieving leadership is the development of infrastructure that supports the tourism industry, particularly in the hotel sector, which determines customers' mental impressions about the level of progress of this industry and its ability to keep up with the latest global developments. As a result, this study investigates the impact of the digital content marketing mix on the marketing performance of Jordan's five-star hotels.

2. Theoretical foundation and hypotheses building

2.1 The digital content marketing mix

In light of the developments brought about by the modern business environment, the traditional components of the marketing mix no longer meet the requirements for achieving the organization's comprehensive vision, and it has become necessary for modern organizations to reconsider their marketing mix in order to integrate technological progress into marketing operations to ensure continuous growth in the intensely competitive market (Czinkota et al., 2021). As a result, various theoretical and applied marketing mix models have been established, which combine marketing activities and technical progress and link them to many essential elements that affect the organization's business outcome. The digital content marketing mix, which is based on the application of digital technology in the design and dissemination of valuable and useful content for customers in order to attract their attention, attract them to the organization's products and services, and encourage them to make a purchasing decision, was perhaps the most prominent of these models (Czinkota et al., 2021; Van Waterschoot & Van den Bulte, 1992).

The emergence of the concept of digital marketing coincided with the beginning of the era of digitization as a response by organizations to the radical changes in the global economy and the rapid development of technological innovations and the intensity of their use in various areas of life. Effective marketing tactics and strategies that allow the organization to build its competitive advantage and ensure continuity and long-term growth (Samsudeen & Kaldeen, 2020). Chomiak-Orsa and Liszczyk (2020) referred to the concept of digital marketing as the interactive marketing of products and services through digital technologies with the aim of reaching and retaining the largest segment of customers. Kingsnorth (2022) explained the concept of digital marketing as the interface of the perceived interactive communication between the organization and its customers that takes place through advanced digital technology to form innovative marketing channels that allow continuous communication with customers and identify their needs and meet them effectively and efficiently.

Digital content has become one of the most prominent elements of institutional work in the era of the Fourth Industrial Revolution and the knowledge economy, where the organization's strategic success is linked to its ability to form and publish its own content about offers available to customers through various technological technologies to achieve harmony with the requirements of the contemporary business environment and achieve the organization's comprehensive vision (El Kedra & ener, 2020). In addition, Lopes and Casais (2022) indicated that digital content marketing involves the creation and exchange of multimedia and textual literature through the Internet to indirectly promote the brand based on providing content that benefits the public and motivates them to increase their interest in the organization's products and services.

Bu et al. (2021) defined this concept as a marketing process that involves planning, creating, publishing, and sharing attractive promotional content to reach target customers through advanced communication techniques rather than traditional

promotional methods. Despite the great similarity between the concepts of digital marketing and digital content marketing, there is a fundamental difference that can be highlighted: digital marketing represents a direct communication channel through which the products and services of the organization are promoted through its own technological means such as the official website and social media platforms owned by the organization, while the concept of digital content marketing focuses on indirect contact with customers by relying on artificial intelligence techniques to identify and direct content that suits their interests and inclinations, through advertisements on social media platforms, search engines, and other modern Internet-based technologies. Accordingly, researchers define digital content marketing as "a strategic marketing pattern based on the creation, dissemination, and distribution of valuable and appropriate content for current and potential customers and that pre-empt their need for information related to the nature of the organization's work and its available products and services."

The researchers' views differed on determining the appropriate dimensions to measure this concept depending on the nature of their studies and the prevailing culture in the target society. Samsudeen and Kaldeen (2020) used a two-dimensional model that included social networking sites and e-mail marketing to calculate it. Furthermore, Lou and Xie (2021) defined the characteristics of the digital content marketing mix using a value model that included measurements (media value, entertainment value, social value, and functional value). In a similar vein, Febrian et al. (2021) suggest that it is possible through the dimensions represented by (entertainment saturation, information saturation, pleasure, utilization) to measure the marketing mix of digital content, as shown by Bu et al. (2021), that this variable can be measured in dimensions (content information, content entertainment, social interaction, self-expression).

Because of this clear difference in determining the basic dimensions of measuring the marketing mix of digital content, and after conducting a theoretical review of the literature dealing with this concept in various cultures and economic sectors, the researcher was able to identify a trend through its dimensions represented by (digital marketing database, Social Media Platforms, digital pricing, digital advertising) measuring the marketing mix of digital content, which can be explained as: digital marketing database is the core of the marketing information systems used in the organization, as Lou & Xie (2021) defined the digital marketing database as a digital system based on collecting, classifying, analyzing, and converting data about market variables related to customers and competitors into reports that contain useful information to support the marketing decision-making process. Social Media Platforms, organizations have invested heavily in social networking sites such as Facebook, Twitter, and LinkedIn to promote their products and services based on useful digital content, which allows them to distinguish their products and build the identity and brand of the organization, as it allows the customer the freedom to express an opinion and provide feedback on the organization's products and services, and also helps The organization aims to improve the level of quality provided by recognizing the deficiencies identified by customers and designing new products and services commensurate with the change in their needs and desires (Bu et al., 2021). Digital pricing is an essential component of the digital content marketing mix and one of the most important determinants of sales success. Pricing is generally defined as the process by which the selling prices of an organization's products and services are calculated for its customers (Kotler & Keller, 2015). Febrian et al. argued (2021) that digital pricing improves the transparency and credibility of information related to digital marketing by allowing customers to make price comparisons with competing offers. Digital advertising is an application of the general principles of advertising science through the use of advanced technological tools and modern communication techniques in delivering the message to the target audience (Lee & Cho, 2020). Mehanovi and Durmi (2022) distinguished between online advertising and digital advertising, as they considered that the concept of digital advertising goes beyond and includes online advertising, since digital advertising is closely related to contemporary technology, as text messages (SMS) are one of the digital advertising methods that reach the target audience whether their devices are connected to the Internet or not.

2.2 Marketing performance

Marketing performance is the major entry and vital artery for getting the organization's revenues, which adds to the organization's business continuity and local and global expansion. As a result, managers and leaders of firms are interested in defining their indications for judging the performance of marketing initiatives. Sukardi et al. (2021) demonstrated that marketing performance is a description and analysis of the outputs of marketing operations activities in the company by comparing the level of progress made to the objectives set for such activities. Goudarzi et al. (2019) define marketing performance as the field through which its indicators determine the organization's position among competitors by adopting innovative marketing activities that help the organization to enhance its competitive position and instill the brand in the minds of its current and potential customers. The competitive theory indicates that marketing performance is a process that consists of identifying sources of superiority and core competencies related to the organization's resources and its ability to acquire, implement, and develop business market opportunities; evaluating positions of superiority resulting from the design and implementation of innovative marketing strategies; and knowing the financial and non-financial results obtained from the exploitation of resources (Afriyie et al., 2019; Möller, 2006). Based on the foregoing, marketing performance can be defined as "the extent to which the organization is able to achieve marketing objectives effectively and efficiently and invest the available resources in creating and developing products and services that meet the aspirations of current and future customers in order to achieve high levels of satisfaction and loyalty."

Performance is measured in its general form as a result of the organization's work during a specific period of time, which includes financial and non-financial indicators. Goudarzi et al. (2019) identify three characteristics for measuring marketing

success that are congruent with the dynamic nature of the corporate environment. These dimensions include adaptability, effectiveness, and efficiency. According to Afriyie et al. (2020), the dimensions represented by (profitability, customer satisfaction, sales volume) are appropriate for quantifying this variable. Furthermore, Sukardi et al. (2021) measured the non-financial components of marketing performance (customer satisfaction, customer loyalty, and product excellence). Propheto et al. (2020) measured the non-financial aspects of marketing performance by the dimensions (customer satisfaction, customer loyalty, and product excellence). The current study relied on the non-financial dimensions of (customer satisfaction, customer loyalty, and attracting new customers) to measure marketing performance. For five-star hotels in Jordan, this can be clarified as follows: loyalty, Soliha et al. (2021) define loyalty as a positive attitude formed by customers towards a particular brand that makes them intend to purchase in the future from that brand and motivates them to repeat the purchase of the organization's products and services. Customer satisfaction has occupied a distinct and prominent position within the strategic concerns of organizations, as they realize that achieving high levels of customer satisfaction gives them a strong justification for continuity and growth, improves their competitiveness, and increases their market share in the volatile business environment (Al-tarifi et al., 2015). Afriyie et al. (2020) consider customer satisfaction as the feeling generated by the customer after consumption about the effectiveness and ability of the organization to provide products and services that satisfy his needs and satisfy his changing desires. The strategy of attracting new customers helps improve the organization's management's understanding of the evolving needs in the target markets, builds sustainable relationships with new customers, and motivates them to convey a positive image of the organization's products and services through the distinctive offers they get (Stanley & Choudhary, 2021). Patrucco et al. (2019) found that attraction is the driving force towards engaging in purchasing activities for products and services of an organization based on the establishment of a value-exchange relationship between the buyer and seller that achieves mutual benefit.

2.3 Digital content marketing mix and marketing performance

The study (Al-Hakim and Al-Hamami, 2017), which aimed to examine the impact of digital marketing on customer happiness where digital marketing was measured by dimensions (attraction, absorption, retention, learning, communication), found that digital marketing had an impact on customer happiness in its dimensions (attraction, absorption, retention, learning, communication). The study (Mohammed, 2020), which tested the impact of digital marketing on the perceived value of the customer, where digital marketing was measured by the dimensions (attraction, absorption, retention, learning, communication), found an impact of digital marketing with its dimensions of (attraction, absorption, retention, learning, communication) in the customer's perceived value. According to (Salam, 2021), the dimensions of digital marketing represented by (retention, learning, and communication) have an effect on customer satisfaction. According to (Samsudeen & Kaldeen, 2020), there is an impact of digital marketing elements represented by the reality of social communication and e-mail marketing on purchase intent. Furthermore, customer immersion was acting as a bridge between digital marketing and purchase intent. The study (Lou & Xie, 2021) investigated the impact of digital content marketing on brand loyalty via the mediating role of empirical evaluation and the modified role of the previous position on the brand, concluding that empirical evaluation mediates the relationship between digital content marketing and brand loyalty. (Febrian et al., 2021) discovered an effect of digital content marketing characteristics (entertainment saturation, informative saturation, enjoyment, and utilization) on purchase intention. Furthermore, it has been demonstrated that consumer involvement mediates the relationship between digital content marketing and purchase intent. Based on the foregoing theoretical literature, the study hypothesis can be formulated as follows:

Main Hypothesis: *There is a statistically significant effect at the level of significance (0.05) for the Digital content marketing mix represented by (digital marketing database, social networking sites, digital pricing, and digital advertising) on the marketing performance of five-star hotels in Jordan.*

3. Study model

Fig. 1 shows the proposed study of this paper.

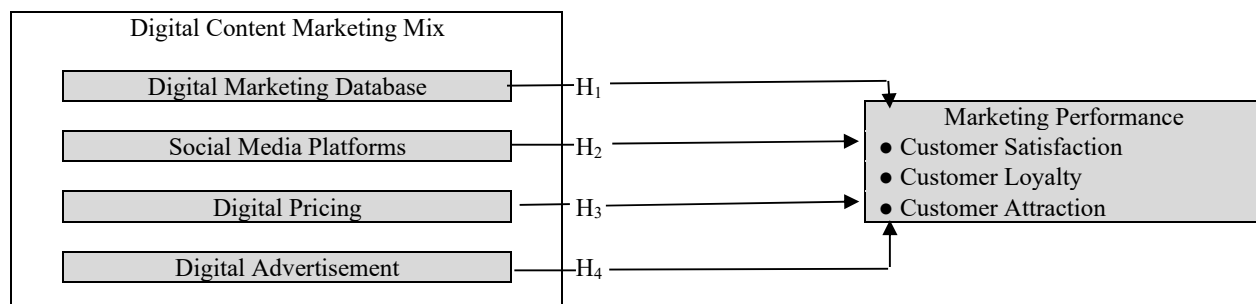


Fig. 1. The research model

4. Research methodology

2.1 Design and procedures

In harmony with the research design followed in most research related to digital marketing terms (Djakasaputra et al., 2021; Purwanto, 2022); the current research relied on the experimental approach to examine the impact of digital content marketing mix on marketing performance. The quantitative data used in the research as a primary source was collected from the target population from 26/02/2022 until 12/05/2022. Furthermore, secondary sources were used, represented by previous studies and books that dealt with research variables. An analysis strategy based on descriptive indicators along with cause-effect indicators was adopted to achieve the research objectives through two software (SPSS & AMOS).

2.2 Participants

Hotel customers in Jordan constituted the target population in this experimental research. The customers came from a variety of Arab and foreign regions, as well as local citizens who went to hotels for recreation or to fulfil the requirements of their work. The concentration of hotel activities in three main Jordanian governorates, Amman, Aqaba, and the Dead Sea, thus the research targeted customers who were in the five-star hotels in those governorates. A stratified sample was selected according to what was mentioned by Sarstedt et al. (2018) to select samples in an unlimited population. Accordingly, the data collection instrument was sent to 450 customers in cooperation with the hotels' management. It retrieved 294 from what was sent, while it included 18 incomplete responses which were excluded from the final data used in the research analysis. Therefore, the data used in the analysis were obtained from 276 responses, which represents a response rate of 61.33%.

The research sample included 204 males who represented 73.9% of the total sample size compared to 72 females who represented 26.1% of the respondents. The age group '40-less than 50' was the major category in the research sample, as it shaped 40.6% of the respondents. Followed by the age group "30-less than 40" in the second rank with a percentage of 32.6%, then 15.9% for the age group "50 or older", and finally 10.9% for the age group "less than 30". Besides, the frequencies and percentages showed that 40.9% of the respondents received a salary within the category "1500 JD or more", followed by 31.9% of those who received a salary within the category "1000-less than 1500 JD". However, the respondents who received a salary within the category "500-less than 1000 JD" ranked fourth with a percentage of 23.6%, and finally the respondents who received a salary of "less than 500 JD" by 3.6%.

2.3 Measures

A survey based on a self-report questionnaire was applied in the current research to obtain the necessary data to analyze the impact of digital content marketing mix on marketing performance. The survey was designed electronically through Google Forms and distributed through digital communication channels, for instance, SMS, WhatsApp, and Facebook. The items of this survey were in both Arabic and English so that respondents could understand their content, as specialists were hired to translate them and ensure that they were formulated linguistically in a manner appropriate to the context. Totally, the survey contained three categorical questions to determine the demographic characteristics of the sample (gender, age, and salary). Moreover, it included 28 items for measuring the main variables and knowing the relationship between them, whose responses were determined by the five-point Likert scale, where the lower limit 1 indicates "strongly disagree" and the upper limit 5 indicates "strongly agree".

Digital content marketing mix: was the independent variable in the research, which was evaluated through 16 items that were adopted from Lou and Xie (2021). This variable was a second-order construct measured by four first-order constructs. Digital marketing database included four items "e.g., the hotel uses digital methods to monitor and track competitors' activities". Social media platforms were measured using four items "e.g., the hotel posts all products and services available to customers via social media platforms". Digital pricing included four items "e.g., digital pricing helps the hotel cope with constant price fluctuations". Digital advertisements were measured through four items "e.g., the hotel uses digital photos and videos to influence customers' perception of the service quality".

Marketing performance: was the dependent variable in this research, which was evaluated through 12 items that were taken from Propheto et al. (2020). Marketing performance was a second-order construct measured by three first-order constructs. Customer satisfaction included four items "e.g., the hotel rapidly deals with complaints and suggestions made by customers". Customer loyalty was measured using four items "e.g., hotel customers prefer to purchase our products and services rather than our rivals". Customer attraction included four items "e.g., the hotel seeks to develop its products and services to suit customers' variety of desires".

5. Research findings

5.1 Confirmatory factor analysis

The search data was verified by confirmatory factor analysis (CFA) of all research attitudinal constructs represented by digital content marketing mix dimensions and marketing performance dimensions using AMOS software. Relying on the covariance matrix and the maximum likelihood method, the complexity of the model was reduced, and the validity and reliability indicators of the research instrument were extracted. Convergent validity was determined using item loadings on their latent

variables and the average variance extracted (AVE). On the other hand, the AVE values were compared with the maximum shared variance (MSV) values, as well as the square root of AVE with the correlation coefficients to identify the discriminant validity. Furthermore, McDonald's Omega coefficients were used in the composite reliability test (CR) for the research instrument. Table 1 reported the values of those indicators extracted to determine the validity and reliability of the research instrument.

Table 1
Reliability and validity statistics Result

| Variables | Items | Loadings | AVE | MSV | $\sqrt{\text{AVE}}$ | CR |
|----------------------------------|-------|----------|-------|-------|---------------------|-------|
| Digital marketing database (DMD) | DMD1 | 0.766 | 0.539 | 0.415 | 0.734 | 0.823 |
| | DMD2 | 0.763 | | | | |
| | DMD3 | 0.720 | | | | |
| | DMD4 | 0.684 | | | | |
| Social media platforms (SMP) | SMP1 | 0.780 | 0.575 | 0.341 | 0.758 | 0.844 |
| | SMP2 | 0.736 | | | | |
| | SMP3 | 0.770 | | | | |
| | SMP4 | 0.746 | | | | |
| Digital pricing (DPR) | DPR1 | 0.825 | 0.640 | 0.406 | 0.800 | 0.876 |
| | DPR2 | 0.791 | | | | |
| | DPR3 | 0.750 | | | | |
| | DPR4 | 0.831 | | | | |
| Digital advertisements (DAD) | DAD1 | 0.822 | 0.618 | 0.468 | 0.786 | 0.866 |
| | DAD2 | 0.772 | | | | |
| | DAD3 | 0.750 | | | | |
| | DAD4 | 0.798 | | | | |
| Customer satisfaction (CSA) | CSA1 | 0.820 | 0.651 | 0.503 | 0.807 | 0.882 |
| | CSA2 | 0.816 | | | | |
| | CSA3 | 0.782 | | | | |
| | CSA4 | 0.809 | | | | |
| Customer loyalty (CLO) | CLO1 | 0.845 | 0.596 | 0.495 | 0.772 | 0.854 |
| | CLO2 | 0.698 | | | | |
| | CLO3 | 0.723 | | | | |
| | CLO4 | 0.813 | | | | |
| Customer attracting (CAT) | CAT1 | 0.792 | 0.619 | 0.370 | 0.787 | 0.867 |
| | CAT2 | 0.802 | | | | |
| | CAT3 | 0.737 | | | | |
| | CAT4 | 0.814 | | | | |

The results in Table 1 indicated suitable values of the loadings, as they ranged within (0.684-0.845), thus they are greater than 0.50 the minimum acceptable to maintain the item (Gomez et al., 2022). The AVE values exceed the threshold of 0.50, which is the lowest value for this indicator (Rimkeviciene et al., 2017). Therefore, the research instrument was considered fulfilling the conditions of convergent validity. The results also showed that the AVE values exceed those extracted for MSV, and the values of the square root of AVE were higher than the correlation coefficients between all constructs. Hence, the research instrument was characterized by discriminant validity (Franke & Sarstedt, 2019). Furthermore, McDonald's omega coefficients ranged within (0.823-0.882), where Padilla and Divers (2016) mentioned that the composite reliability values calculated through these coefficients should be greater than the minimum limit of 0.70. Accordingly, the research instrument had composite reliability because all the McDonald's omega coefficients exceeded 0.70.

5.2 Descriptive analysis

The results of means, standard deviations, and correlation were listed in Table 2. Means were calculated to define the respondents' perspectives on digital content marketing mix and marketing performance. In addition, standard deviations were used as a measure of dispersion that determined the extent of agreement or difference in the respondents' perspectives. However, the correlation between the variables is used to verify the appropriate relations between the variables and that the independent variable dimensions were free from multicollinearity.

Table 2
Descriptive analysis and correlations among variables

| Variables | M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-------------------------------|------|-------|----------|----------|----------|----------|---------|---------|---|
| 1. Digital marketing database | 3.62 | 0.632 | 1 | | | | | | |
| 2. Social media platforms | 3.65 | 0.683 | 0.338** | 1 | | | | | |
| 3. Digital pricing | 3.70 | 0.766 | 0.307* | 0.252* | 1 | | | | |
| 4. Digital advertisements | 3.58 | 0.736 | 0.313** | 0.308** | 0.289** | 1 | | | |
| 5. Customer satisfaction | 3.69 | 0.739 | 0.252* | 0.249** | 0.274* | 0.370** | 1 | | |
| 6. Customer loyalty | 3.57 | 0.789 | 0.368*** | 0.331*** | 0.345*** | 0.332** | 0.204* | 1 | |
| 7. Customer attracting | 3.65 | 0.846 | 0.432*** | 0.352*** | 0.383*** | 0.383*** | 0.236** | 0.222** | 1 |

Note: * $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$.

The results in Table 2 confirmed that all digital content marketing mix dimensions were at a moderate level except for digital pricing (M= 3.70, SD= 0.766) which acquired the first rank with a high level. Social media platforms (M= 3.65, SD= 0.683) were the second rank, followed by digital marketing database (M= 3.62, SD= 0.632) the third, and digital advertisements (M= 3.58) were the fourth and final rank. Likewise, marketing performance dimensions were at a moderate level except for customer satisfaction (M= 3.69, SD= 0.739), which was ranked first with a high level. Customer attraction (M=3.65, SD= 0.846) was in second place, while customer loyalty (M= 3.57, SD= 0.789) came in the third and last rank. Moreover, the results identified moderate levels of correlation between the research variables, where Pearson's correlation coefficients between digital content marketing mix dimensions ranged within the domain (0.252-0.338). Shrestha (2020) considered that correlation coefficients that do not exceed 0.80 are the best indication that the data does not suffer multicollinearity problems. Therefore, the research data were suitable for the assumptions of the linear regression model.

5.3 Hypotheses Testing

After the research data passed all the tests aimed at enhancing the ability to generalize its results, the hypotheses were collectively examined that argued that there was a positive impact of digital content marketing mix dimensions on marketing performance through the structural equation modeling illustrated in Fig. 2.

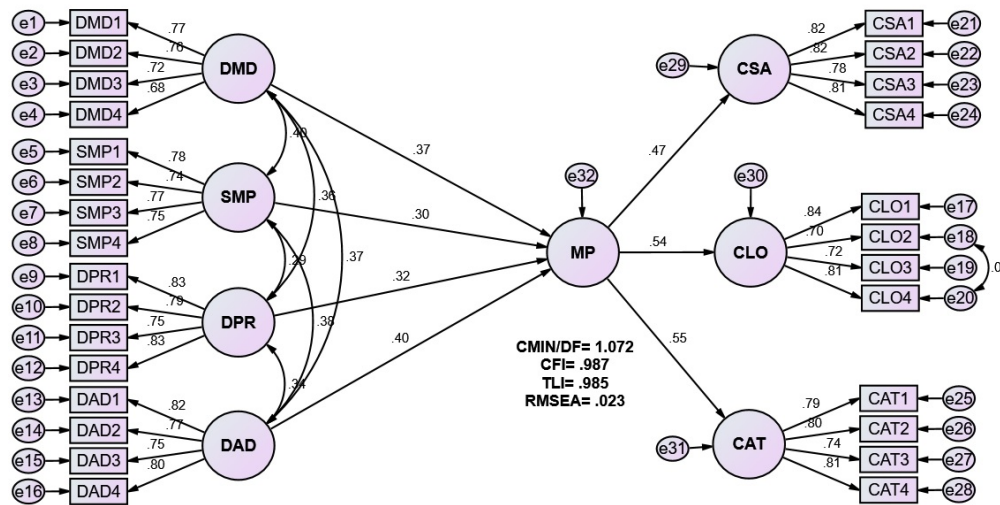


Fig. 1. Structural equation modeling results

The goodness of fit indices for the effect model showed that the chi-squared ratio (CMIN/DF) was 1.072, which is less than 3 the upper limit allowed (Subudhi et al., 2019). The values of CFI and TLI were respectively 0.987 and 0.985, therefore, they exceed 0.90 the minimum threshold for these indicators (Savalei, 2021). In addition, the results indicated suitable values of (RMSEA), which were less than 0.08, the maximum value accepted for this measure (Xia & Yang, 2019). According to these results, the research model could be considered as having construct validity that enables the adoption of the effect coefficient results demonstrated in Table 3.

Table 3
Effect coefficients of DCMM on MP

| Path | B | S.E. | β | t | P |
|--|-------|-------|---------|---------|-------|
| Digital marketing database → Marketing performance | 0.212 | 0.079 | 0.374 | 2.683** | 0.007 |
| Social media platforms → Marketing performance | 0.158 | 0.068 | 0.301 | 2.328* | 0.020 |
| Digital pricing → Marketing performance | 0.159 | 0.062 | 0.318 | 2.564** | 0.010 |
| Digital advertisements → Marketing performance | 0.187 | 0.063 | 0.403 | 2.982** | 0.003 |

Note: * $P < 0.05$, ** $P \leq 0.01$, *** $P \leq 0.001$.

The results indicated that all digital content marketing mix dimensions had a positive impact on marketing performance, which supported the research hypotheses. Regarding the order of effect size, the results in Table 3 emphasized that digital advertisements ($\beta= 0.403$, $t= 2.982$, $P= 0.003$) were the first, followed by digital marketing database ($\beta= 0.374$, $t= 2.683$, $P= 0.007$) in the second rank, then digital pricing ($\beta= 0.318$, $t= 2.564$, $P= 0.010$) in the third place, and social media platforms ($\beta= 0.301$, $t= 2.328$, $P= 0.020$) were the fourth and last rank in terms of impact on marketing performance.

6. Discussion

The statistical results showed that the marketing mix of digital content has a positive impact on marketing performance, as this result is consistent with (Nuseir & Aljumah, 2020; Phiri, 2020; Pramuki & Kusumawati, 2021). Accordingly, the process

of following up and monitoring the business environment based on modern technological technologies enables the rationalization of administrative decisions related to the formulation of competitive strategies that will identify products and services that meet the tastes of a wide range of current and future customers. Moreover, the results indicated that the greatest impact was on digital pricing, where hotels' adoption of an agile pricing policy by displaying the change in the prices of products and services through digital technologies based on the analysis of the tie between supply and demand and specific profit margins leads to increased flexibility in the face of fluctuations in customer desires, which is reflected in an improvement in their level of acceptance and satisfaction with services and products, and also contributes to attracting new customers as a result of their feeling of credibility and fair prices for products and services that are commensurate with the perceived quality. Digital advertising was ranked second in terms of impact on marketing performance, as creating advertisements with valuable and useful content for customers aids in establishing the brand's image in their minds and appearing directly when they feel the need to satisfy a desire or need, as well as the inclusion of digital advertisements published through the hotel's official websites. And, by using search engines for entertainment material, it can achieve the highest level of advertising efficacy and reach the broadest segment of the target audience. The digital marketing database came in third place in terms of impact on marketing performance, as hotels own modern technologies that they use in identifying changes in customer needs through continuous sensing and monitoring processes, which leads to determining the extent to which customers benefit and relate to the brand and enables the hotel to follow future trends. Customers are compared and contrasted in order to generate products and services that match the expectations of the majority of the target group. According to the findings, social networking sites have the least impact on marketing performance. As a result, hotels' reception of customer complaints and suggestions via social media and interactive dialogue via blogs about the products and services provided contributes to determining the levels of satisfaction achieved, which contributes to taking measures that help increase the ability to retain customers by addressing problems and adopting new ideas in product production. To achieve leadership positions, provide new services ahead of competitors.

7. Recommendations

Based on the results of the primary data analysis of the study, five-star hotel managers in Jordan should pay more attention to promoting through digital means by publishing advertisements that include images and videos that show the quality of the available services, in addition to focusing on the process of studying the market and monitoring changes in the tastes and desires of customers during periodic surveys via websites and social media platforms. Emphasizing the necessity of investing in social media platforms in interacting with customers, listening to suggestions and complaints submitted through them, and expediting their response and treatment. And finally, adopting digital pricing methods and analyzing the break-even using modern technology because of their impact on increasing the agility of the organization and enhancing its ability to deal with changes and fluctuations that occur in the business environment.

8. Limitations and direction for future research

The study aimed to identify the impact of the digital content of the marketing mix for five-star hotels, so the study did not address hotels of other categories, so a similar study can be conducted on hotels of other categories. The same study can also be conducted on other economic sectors such as private hospitals or banks. The research dealt with the relationship between the digital content of the marketing mix and the marketing performance. Another study could be conducted that deals with the effect of the digital content of the marketing mix on purchasing intention and consumer behavior. Another study can also be conducted that includes one of the digital contents of marketing mix, such as digital promotion, digital pricing, digital social media platform, or digital marketing database and linking it to loyalty or customer satisfaction. It is also possible to conduct a comparative study with four-star hotels.

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