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Saif Mohammed Ismail
Department of Business Administration, College of Administration and Economics, Tikrit University, Iraq

Naji Abdul Sattar Mahmood
Department of Business Administration, College of Administration and Economics, Tikrit University, Iraq

The role of strategic behavior in enhancing content marketing an analytical study on a group of first-class Iraqi hotels

Saif Mohammed Ismail and Naji Abdul Sattar Mahmood

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Abstract
This research aims to determine the role of strategic behavior, the independent variable, with its sub-patterns (prospectors, analyzers, defenders, and reactors) in enhancing content marketing, the dependent variable, with its dimensions (attractiveness, value, relevance, credibility) among a selected sample of customers and employees of the surveyed first-class Iraqi hotels. The research problem centers on the main question: What is the role of strategic behavior in enhancing content marketing in the surveyed service hotels? A hypothetical model for the study was adopted, through which the research objectives and hypotheses were identified. The researchers used the descriptive analytical method, as well as a questionnaire as the main tool for collecting information and data from the surveyed field. The first-class hotels surveyed in Baghdad and Sulaymaniyah were chosen as the research field and for testing its hypotheses. Opinions were surveyed from 294 customers and 270 employees of the surveyed hotels. The research resulted in several findings, the most important being that attention to the behaviors adopted by employees in the surveyed hotels to achieve adaptation and alignment with environmental changes and maintain customer satisfaction and loyalty contributed to enhancing the content marketing prepared and disseminated by the hotels, which includes all the characteristics that effective content should possess.

Keywords: Strategic behavior, content marketing, surveyed first-class Iraqi hotels

Introduction
The rapid environmental developments and transformations witnessed in this century have led to significant changes in many organizational methods and strategies. Performance levels have begun to fluctuate, and the performance gap has widened between business organizations in local and global environments. This situation has compelled these organizations to seek out rare resources and utilize them optimally to find necessary solutions to their problems and attempt to expand their market share by attracting as many customers as possible. This cannot be achieved in a vacuum but through the adoption of the latest concepts introduced by strategic thinking, particularly strategic behavior. Strategic behavior aims to improve performance levels at the leadership, organizational structure, and strategy levels. Moreover, it plays a role in driving organizations to compete both locally and globally, thereby enhancing their marketing strategies, including content marketing, which is one of the most important contemporary concepts. Content marketing involves providing innovative and valuable content to customers through various organizational websites, enabling organizational leaders to improve their competitive position, increase their market share, and enhance their effectiveness in proactively addressing risks they face.

Chapter One
Field Research Methodology
First: Research Problem
The increasing rapid environmental changes facing organizations in general, and service organizations in particular, are characterized by environmental uncertainty, resource scarcity, and the swift shift in customer demands and desires. Additionally, the intense competition among organizations to provide the best hotel services to their customers limits their ability to proceed in adopting the concept of content marketing.

Correspondence
Saif Mohammed Ismail
Department of Business Administration, College of Administration and Economics, Tikrit University, Iraq

Content marketing is a means to imprint the organization's brand in the minds of customers, maintain relationships with them, and engage them with brand-related information, thereby increasing their engagement with the published content.

This situation necessitates the adoption of innovative strategic concepts capable of determining the organization's paths, such as strategic behavior. Strategic behavior involves organizational leaders adopting actions, behaviors, and strategic practices to exploit available opportunities, face external threats, resolve conflicts, and control the internal environment to develop the skills of working individuals and encourage them to utilize their energies to provide the best valuable marketing content. This contributes to meeting the emotional and mental needs of customers, making the organization's brand more acceptable compared to other brands. Based on the above, the main question from which the current study arises is: Does strategic behavior contribute to enhancing content marketing in the surveyed hotels? Additionally, a set of sub-questions includes:

1. Do the administrative leaders in the surveyed hotels possess patterns of strategic behavior?
2. Are all the elements of content marketing created and distributed by the surveyed hotels available from the customers' perspective?
3. Does strategic behavior influence the enhancement of content marketing in the surveyed hotels?

Second: Importance of the Research
The current research gains its importance through the following points:

1. Building a knowledge framework for the study topics, namely (Strategic behavior, content marketing, and emotional brand image), as well as enriching Iraqi universities and libraries with this work.
2. Focusing on the role of strategic behavior, which is one of the most important strategic concepts that contribute to directing the organization towards excellence and uniqueness by enabling it to enhance content marketing, which helps attract and retain customers.
3. Applying the current study in one of the major service sectors, as first-class Iraqi hotels were chosen as the field for the study. Some hotels in Baghdad and Sulaymaniyah in the Kurdistan region were selected since these hotels are visited by a large number of customers, necessitating that these surveyed hotels provide the best hotel services to their customers.

Third: Research Objectives
The current research aims to achieve the following objectives:

1. Understanding the role of strategic behavior in enhancing content marketing in the surveyed hotels.
2. Identifying the extent to which the administrative leaders in the surveyed hotels possess patterns of strategic behavior.
3. Determining the availability of content marketing elements in the surveyed hotels from the customers' perspective.
4. Knowing the impact of strategic behavior on content marketing in the surveyed hotels.

5. Providing a set of findings and recommendations to the surveyed organization based on the extracted results, aiming to expand the knowledge of the role of strategic behavior in enhancing content marketing.

Fourth: Research Framework and Hypotheses
Methodical and objective handling of the intellectual problem of the current research according to its theoretical and practical framework necessitates building a hypothetical model that reflects the nature of the relationship between the research variables (strategic behavior and content marketing) and measuring them, as well as clarifying the sub-dimensions of these variables and their impact on the surveyed organizations.

Fig 1: Hypothetical Research Framework

Fifth: Research Hypotheses
A set of hypotheses were established based on the hypothetical research framework to prove the statistical relationship and its branches:

1. **Main Hypothesis One:** The administrative leaders in the surveyed hotels possess the characteristics of strategic behavior, indicated by its dimensions.
2. **Main Hypothesis Two:** All elements of content marketing created and distributed by the surveyed hotels are available from the perspective of the surveyed customers.
3. **Main Hypothesis Three:** There is a significant impact of strategic behavior on achieving content marketing at the overall level, which branches into the following sub-hypotheses:

- **Sub-Hypothesis One:** There is a significant impact of strategic behavior on achieving value in the surveyed hotels.
- **Sub-Hypothesis Two:** There is a significant impact of strategic behavior on achieving attractiveness in the surveyed hotels.
- **Sub-Hypothesis Three:** There is a significant impact of strategic behavior on achieving relevance in the surveyed hotels.
- **Sub-Hypothesis Four:** There is a significant impact of strategic behavior on achieving credibility in the surveyed hotels.

Sixth: Research Boundaries
The current research includes the following boundaries:
1. **Knowledge Boundaries:** The knowledge boundaries of the study variables are (strategic behavior, content

marketing) including their sub-dimensions.
2. **Human Boundaries:** A group of employees and customers from the surveyed hotels.
3. **Spatial Boundaries:** Some first-class hotels in Baghdad and Sulaymaniyah, Iraq.
4. **Temporal Boundaries:** The time required to complete the theoretical and field writing of the research.

Seventh: Research Tools
To test the hypotheses and achieve the research objectives, several important methods were used to collect data through:

1. **First Type - Theoretical Aspect:** Covered through a collection of university theses, dissertations, and research published in journals and magazines, in addition to relying on the internet.
2. **Second Type - Data Collection:** Obtained through a questionnaire, which is the main tool for gathering data and information for the research. The final questionnaire includes two main variables (strategic behavior, content marketing), each of which contains a set of sub-variables as shown in Table (1), representing the structure of the questionnaire.

Table 1: Structure of the questionnaire

S.	Main Variables	Sub-variables	Number of paragraphs	Paragraph numbers
1.	Strategic Behavior Patterns	Prospectors	5	1-5
		Defenders	5	1-5
		Analysts	5	1-5
2.	Content Marketing Dimensions	Responders	4	1-4
		Suitability	5	1-5
		Value	5	1-5
		Appeal	5	1-5
		Credibility	5	1-5

The research questionnaire underwent validity and reliability tests based on established criteria, as follows:
1. **Questionnaire Validity:** Indicates the ability of the questionnaire to measure what it was designed for. This is one of the most important requirements in scale construction, as its absence renders the scale invalid.
2. **Questionnaire Reliability:** Refers to obtaining consistent results or results close to it when the test is conducted after a suitable time period within the research community, under similar conditions.

Eighthly: Statistical Methods Used
1. Mean, standard deviation, minimum, and maximum values for describing study variables and dimensions.
2. Frequencies and percentage frequencies.
3. F-test: To determine the significance of the effects of all independent variables on the dependent variable.
4. T-test: A significant statistical test used to compare means between one or two samples.
5. Simple and multiple linear regression equations using ordinary least squares analysis to determine the extent of influence among variables.

Here's the translation of the text into English
Ninthly: Description of the Research Sample and Justifications for Selection.
The appropriate selection of a field for studying is one of the most important procedures contributing to accurate results to achieve the study's objectives, test its hypotheses, and provide real solutions to field problems. The study field was chosen based on the following justifications:
1. The researched hotels provide a suitable environment to study the nature of the relationship between study variables and their sub-dimensions.
2. The service sector is one of the most important economic sectors, playing a significant role in stimulating economic growth, creating job opportunities, and improving living standards.

Therefore, first-class hotels in Baghdad and Sulaymaniyah provinces (such as Baghdad Hotel, Babylon Hotel, Titanic Hotel, and Ramada Hotel) were selected for the current study.
3. The selected hotels for the current study have several features making them suitable models for studying the reality of the service sector in Iraq. These features include their strategic locations that facilitate accessibility from various regions.
4. The staff working in the researched hotels possess high levels of experience and skills, which contribute to generating positive emotions and meeting customer expectations, as well as aligning with the goals of hotel management and employees.

The researcher adopted the simple random sampling method because it provides equal opportunities to all members of the community. To scientifically determine the sample size, the researcher used established methods. Specifically, the researcher used Krejcie and Morgan's (1970) table to determine the sample size for employees, and Green's equation (1991) to determine the sample size for hotel customers, as follows:

$$N > 50 + 8(P) \quad (1)$$
$$50 + 8(4) = 82$$

Where P = 4 (Number of hotels)
According to equation (1), the minimum required sample size for analysis and study purposes is 82 individuals. To ensure precise statistical analysis, the researcher increased the number of distributed questionnaires until reaching a total of 294 questionnaires (both paper and electronic) distributed among the sample. The total number of employees in the researched hotels was found to be 900, with a sample size of 270 employees determined using Krejcie and Morgan's table (1970), resulting in 240 valid questionnaires (88.89%) suitable for statistical analysis.

Chapter two: The Theoretical Framework
First Axis: Strategic Behavior
1. Concept of Strategic Behavior: Administratively, interest in the concept of strategic behavior emerged among business organizations in the early 1950s, particularly after many researchers and specialists in the field of strategic management, in general, and strategic behavior, in particular, adopted a variety of opinions, interpretations, and beliefs about the concept of strategic behavior (Al-Rubai, 2023:30) [1]. This concept is broad in scope, applicable across various life domains, but each domain has its own approach to interaction. For instance, two individuals do not react in the same way to the same situation; each may have a different response (Sundararaj & Rejeesh, 2021:2) [18].

Strategic behavior controls the organization's internal environment, improves organizational structure by monitoring operations and procedures to enhance efficiency and effectiveness. It also helps the organization adapt to environmental changes through proactive surveys that exploit opportunities and strengthen its strengths (Al-Damati, 2023:2) [2].

Strategic behavior is defined as the approach adopted by an organization to meet its current and future needs. It helps employees move away from routine tasks lacking creativity and innovation, while also preserving the organization's competitive capabilities in its work environment (Javanmard, 2015:633) [23]. Kim (2015:3) [22] defines it as behavior that analyzes strategic issues through managerial actions and mental perceptions, such as the ability to predict, identify competitors, and respond quickly to changes, all contributing to achieving organizational goals more effectively.

Secondly: Importance of Strategic Behavior
Strategic behavior is considered one of the fundamental pillars for the progress and development of organizations, especially as business environments undergo rapid and massive changes that negatively impact organizational performance and hinder their ability to achieve optimal goals. This increased organizations' interest in the concept of strategic behavior, which enables them to be flexible in dealing with these environmental changes. The importance of strategic behavior can be illustrated as follows (Bajaj & Mohammed, 2021:356; Adizes *et al*., 2017:232) [3, 24]:

1. **Establishing Foundations for Strategic Alliances with Leading Organizations:** Strategic behavior plays a significant role in choosing the best strategic alternatives and maintaining strategic alliances with leading organizations.
2. **Sustaining and Improving Relationships with Suppliers:** This strengthens the organization's purchasing position compared to competitors and enhances customer relationships to attract and retain them longer.
3. **Maintaining Market Share:** Strategic behavior helps maintain the organization's market share through cost reduction strategies and price strategies (low-profit margins), which act as protective barriers against new entrants.
4. **Long-term Problem Solving:** Strategic behavior focuses on developing long-term solutions to organizational challenges to prevent recurrence.

5. **Driving Continuous Organizational Changes:** It encourages organizations to continuously improve organizational work environments, thereby enhancing overall performance.

Thirdly: Patterns of Strategic Behavior
Strategic behaviors have been adopted by many researchers and organizations in the field of strategic management, which cannot operate in isolation from the developments of internal and external environments and the unexpected situations they produce. This requires leaders of these organizations to adopt the most appropriate approach for such situations. The model adopted (Al-Rabie, 2023) [1] is considered the most comprehensive and suitable for the current study, applied in a service organization and previously proven successful in the Iraqi environment. The following is an explanation of these patterns:

1. **Prospectors:** One of the most important patterns of strategic behavior adopted by organizations aiming to maintain their position in markets. This approach is typically followed by organizations aspiring to leadership in their product markets by expanding or contracting activities based on environmental conditions (Falohi, 2022:104). They focus on their strategic priorities in highly flexible and reliable specialized design operations to meet customer needs through high-quality products, efficient delivery, and effective post-sales support (Agbejule, 2021:5). This strategic pattern helps organizations deal with environmental uncertainties, thereby enhancing organizational performance levels (Hawrysz, 2020:14).
2. **Defenders:** This pattern predominates in organizations that steer clear of risks and avoid venturing into competitive areas. Defending organizations typically operate in safer markets, competing primarily on the basis of quality, cost, and fast delivery (Falohi, 2022:105) [4]. They emphasize intensive planning, research activities, and promotional efforts for marketing products, enhancing efficiency and adopting a centralized approach in task execution (Khalaf & Hamed, 2022:31) [27]. Defending organizations tend to protect their strategic domain against external competitors by implementing cost-effective measures and maintaining their market share in traditional and mature industries, aiming to achieve low-profit margins (Penco *et al*., 2020:1400) [28].
3. **Analyzers:** The behavior followed by business organizations should align with the industry's nature and the strategic situations they face. This behavior involves offering a stable range of products to customers while limiting market penetration to avoid risks (Kurtz *et al*., 2021:4) [29]. Analyzers operate between prospector and defender behaviors, adapting to stable and changing environments simultaneously. These organizations strive to stay in stable markets while innovating new products, making them more adaptable to evolving business scenarios that extend their responses to organizational environments (Cassol *et al*., 2019:105-106) [30].
4. **Reactors:** Organizations adopt this strategic pattern when they cannot achieve harmony with the characteristics of the three aforementioned strategic

patterns. Reacting organizations seek to achieve harmony and adaptability to market fluctuations or as a response to competitive behaviors of other organizations in the same markets, hence termed as reactive strategy (Sadeq, 2020:684) [5]. Long-term plans are not adopted in analyzing strategic events faced by the organization; instead, routine plans are relied upon to address these events. Responsive leaders base their decisions on reality rather than future prospects, making operational adjustments in response to unexpected environmental changes (Al-Khaldi, 2020:69) [6].

Second Axis: Content Marketing
First: Concept of Content Marketing
Before delving into the concept of content marketing, it's essential to understand what content is and how it's created. Content encompasses all ideas or information expressed audibly (Such as music or podcasts), in written form (Like books or articles), or visually (Such as films or images). The concept of content marketing was officially adopted in 2001 by Penton Custom Media, specializing in advertising fields. Following this, several well-known brands began offering content tailored to their customers' needs, with applications like STIR in 2004, OPEN Forum in 2007, and Being Girl in 2008. Its usage increased with the evolution of social media platforms, leading to the establishment of the Content Marketing Institute by 2010 (Abdelkarim, 2021) [8]. Content marketing is defined as building a mental position for an organization and its products by providing information related to the uses and specifications of products (Goods and services), rather than focusing solely on sales activities. It is also defined as the content published by an organization on its website to foster interaction and engagement with end-users of the product, encouraging them to make purchasing decisions. Key types of such content include infographics, articles, images, e-books, and presentations (Mohsen & Saeed, 2022:30) [10].

Second: Objectives of Content Marketing
There are several objectives that businesses aim to achieve through the philosophy of content marketing. This is accomplished by presenting diverse and distinctive content that influences customer behaviors and attitudes. Therefore, the objectives of content marketing can be outlined as follows:
1. Finding appropriate solutions to organizational challenges, particularly related to audience engagement with the organization.
2. Analyzing target audience demographics (age, gender, hobbies) to tailor content according to pre-identified information.
3. Attracting influential leaders and using them as a means to promote and support the brand.
4. Creating new customer groups for the organization by converting potential internet users into loyal customers of the organization's brand.

Organizations also seek to integrate content marketing as a significant aspect of their overall marketing communications strategy. It helps organizations reach a larger number of customers and achieve communication, interaction, and dialogue unlike traditional methods.

Moreover, valuable content serves as a marketing strategy adopted by organizations as a fundamental element in attracting and retaining customers (Human *et al*., 2018: 6) [20].

Second: Dimensions of Content Marketing
1. Value
Organizations today aim to attract and retain customers, so they strive to provide valuable content. This value lies in offering products that meet customers' needs and exceed their expectations. To discover these needs, organizations undertake various actions such as market research, studying customer behavior, and analyzing competition. Through these measures, organizations can identify market characteristics that customers seek (Al-Hamdani & Al-Salem, 2023: 163) [12]. Providing valuable content in the form of articles, blogs, or videos on social media platforms by business organizations contributes to their sustainability, growth in their field of activity, and outperforming competitors (Al-Azmi & Al-Rawi, 2023: 75) [13]. Similarly, asserts that the value provided should be linked to the functional and emotional benefits of the product, ensuring customer satisfaction and prompt purchase decisions.

2. Attraction
Customer attraction is a key objective for organizations, which use various marketing tools to understand and influence customer behavior towards their products. Effective tools based on interactive engagement through various electronic applications like social media apps, mobile phones, and email help create customer value that drives genuine interest in these products (Abu-Alruz, 2023: 33) [21]. For sustained success, organizations must appeal to all stakeholders, including customers, requiring significant efforts to understand and meet their needs and desires distinctly. Moreover, organizations must create an environment that attracts talented individuals to leverage their expertise and skills in customer attraction (Saleh, 2023: 598) [15].

3. Credibility
Credibility is of significant interest to researchers, encompassing various meanings and interpretations in modern marketing branches. From a semantic perspective, there is a distinction between honesty and credibility. While the former implies that the information presented should exactly match reality, credibility involves evidence and facts used to validate the news. Several studies have shown that the credibility of content on social media platforms aims to gain customer loyalty and strengthen relationships. It also plays a crucial role in enhancing the credibility and trust in commercial exchanges between manufacturers, wholesalers, retailers, and between organizations, known as B2B (Lopes & Casai, 2022: 7) [19].

4. Relevance
Relevance represents the quality of information provided to customers, which forms the basis of effective content. Therefore, the content presented should be relevant to the targeted audience's needs and interests. Information-rich content that is simple, clear, and informative increases the likelihood of persuading and attracting customers to the

organization. Such content, possessing these attributes, gains acceptance and interaction from customers, guiding them towards the organization's products and activities (Houhou & Jeroua, 2022: 378) [16]. Content marketing on the internet facilitates customers' easy access to relevant and personalized content tailored to their tastes and personal interests through personalized recommendations, targeted ads, and other technologies. This saves customers time, cost, and effort, assisting them in making better purchasing decisions and achieving a more positive experience (Hollebeek & Macky, 2019: 28) [31].
Here's the translation of the text into English:

Section Three: Field Study
Axis One: Description and Diagnosis of Study Variables and Dimensions
This section includes diagnosing the researchers' positions, focusing primarily on response rates, computational means, standard deviations, and the relative importance of indicating the level of awareness among researchers of the study variables in the researched hotels.

First: Description and Diagnosis of Strategic Behavior Patterns in Researched Hotels
It is noted from Table (2) that there is a high level of perception among sample individuals of employees regarding the strategic behavior variable with its various dimensions, indicated by the mean score of (4.004). There is also a high level of consistency due to the low standard deviation value, enhancing the reliability of the mean score result. Regarding the four dimensions of strategic behavior, the Defender dimension achieved the highest level of perception with a mean score of (4.188), followed by the Prospector dimension with a mean score of (4.144), then the Analyzer dimension with a mean score of (3.994), and finally the Reactor dimension with a mean score of (3.611).

Table 2: Description and diagnosis of strategic behavior variable and its patterns

Variables and Dimensions	Symbol	Mean	Standard Deviation	Minimum Value	Maximum Value	Relative Importance	Agreement Strength
A. Prospectors	xx1	4.144	0.687	1.00	5.00	82.88%	High
B. Analyzers	xx2	3.994	0.669	1.40	5.00	79.88%	High
C. Defenders	xx3	4.188	0.567	2.40	5.00	83.77%	High
D. Reactors	xx4	3.611	0.838	1.00	5.00	72.23%	High
Strategic Behavior	X	4.004	0.504	2.37	5.00	80.08%	High

Secondly: Description and Diagnosis of Content Marketing Variable for the Researched Hotels
As observed from Table (3), there is a high level of consistency among the researched customers due to the low standard deviation, which enhances the reliability of the mean score. Regarding the four dimensions of content marketing, the dimension of (C) Suitability achieved the highest level of perception with a mean score of (4.078), followed by (D) Credibility with a mean score of (4.033), then (B) Attractiveness with a mean score of (4.023), and finally (A) Value with a mean score of (3.782).

Table 3: Description and diagnosis of content marketing variable and its dimensions

Variables and Dimensions	Symbol	Mean	Standard Deviation	Minimum Value	Maximum Value	Relative Importance	Agreement Strength
A. Value	mm1	3.782	0.732	1.40	5.00	75.63%	High
B. Attractiveness	mm2	4.023	0.642	2.40	5.00	80.45%	High
C. Suitability	mm3	4.078	0.618	2.20	5.00	81.55%	High
D. Credibility	mm4	4.033	0.624	2.40	5.00	80.65%	High
Content Marketing	M	3.979	0.535	2.40	5.00	79.57%	High

Source: Table compiled by the researcher using SPSS software.

Axis Two: Testing Study Hypotheses
Primary Hypothesis One: Administrative leadership in the researched hotels possess collectively significant dimensions of strategic behavior.

This hypothesis was tested using a One Sample T Test to assess significant differences in the possession of strategic behavior dimensions by administrative leadership. Table (4) presents the test results.

Table 4: Testing differences in the availability of strategic behavior characteristics among administrative leadership

Variables and Dimensions	Symbol	T value	Degrees of Freedom	Sig.
A. Explorers	XX1	25.777	239	0.000
B. Analysts	XX2	23.028	239	0.000
C. Defenders	XX3	32.466	239	0.000
D. Responders	XX4	11.308	239	0.000
Strategic Behavior	X	30.888	239	0.000

Table (4) shows that the T-value is significant at a significance level less than 5%. Therefore, this indicates that there are strategic behavior traits among the managerial leadership according to the perception of the surveyed employees in the hotels under study. Hence, it can be stated that the primary hypothesis is accepted.

Primary Hypothesis 2: All elements of content marketing

created and distributed by the researched hotels are available according to the perspective of the surveyed customers.

This hypothesis was tested using a One Sample T Test to test the significant differences in the availability of content marketing elements in the hotels studied based on their dimensions. Table (5) presents the test results.

Table 5: Test of differences in the availability of content marketing elements in the studied hotels

Variables and Dimensions	(Symbol)	(T) value	Degrees of Freedom	(Sig.)
A. Value	mm1	16.552	239	0.000
B. Attractiveness	mm2	24.667	239	0.000
C. Relevance	mm3	27.017	239	0.000
D. Credibility	mm4	25.633	239	0.000
Content Marketing	M	28.322	239	0.000

From Table (5), it is observed that (T) is significant at a level of significance less than 5%. Therefore, this indicates the availability of content marketing elements in the hotels under study according to the perception of surveyed customers in those hotels. Hence, it can be said that the second main hypothesis is accepted.

The third main hypothesis: There is a significant impact of strategic behavior on achieving content marketing at the overall level.

To test this hypothesis, a simple linear regression equation was prepared to estimate content marketing at the overall level in the surveyed hotels through strategic behavior, in order to determine the extent of the latter's impact on content marketing at the overall level.

Table 6: Shows the impact results of strategic behavior on content marketing at the overall level

Variables and Dimensions	(R2)	(F)	(Sig.)
	0.233	72.275	0.000
Content marketing at the overall level	Regression Coefficient (β)	(T)	(Sig.)
	0.483	8.501	0.000

From Table (6), it is noted that the model of the regression equation is statistically significant with an F value of (72.275) at a 5% significance level. This indicates the possibility of estimating content marketing at the overall level in the researched hotels through strategic behavior. Additionally, the T value of (8.501) at a 5% significance level suggests the significance of the effect. Meanwhile, the positive regression coefficient (β) of (0.483) indicates a positive effect, meaning that the availability of strategic behavior positively influences content marketing at the overall level in the researched hotels. Furthermore, the coefficient of determination (R2) of (0.233) indicates that strategic behavior explains 23.3% of the variance in content marketing at the overall level in the researched hotels. Therefore, Sub-Hypothesis 5 is accepted, and based on the results of the five sub-hypotheses, Hypothesis 5 is accepted. From this main hypothesis, four sub-hypotheses branch out as follows:

(H5.1). Sub-Hypothesis 1: There is a significant effect of

strategic behavior on achieving value in the researched hotels.

To test this hypothesis, a simple linear regression equation was prepared to estimate value in the researched hotels through strategic behavior. Table (7) shows the results of the effect.

Table 7: Results of the effect of strategic behavior on value

Variables and Dimensions	(R2)	(F)	(Sig.)
	0.211	63.648	0.000
	Regression coefficient (β)	(T)	(Sig.)
Value	0.459	7.978	0.000

Table (7) shows the stability of the validity of the regression equation model with an F value of 63.648 at a significant level of 5%. This indicates the ability to estimate the value in the surveyed hotels through strategic behavior. The T value of 7.978 at a significant level of 5% suggests the significance of the effect, while the positive regression coefficient β of 0.459 indicates a positive impact, meaning that the availability of strategic behavior positively influences value enhancement in the surveyed hotels. Additionally, the determination coefficient (R2) of 0.211 indicates that strategic behavior explains 21.1% of the variations in value in the surveyed hotels, thus accepting the first sub-hypothesis (H5.2).

Second sub-hypothesis (H5.2): There is a significant impact of strategic behavior on achieving attractiveness in the surveyed hotels. To test this hypothesis, a simple linear regression equation was prepared to estimate attractiveness in the surveyed hotels through strategic behavior. Table (8) presents the results of this impact.

Table 8: Results of the impact of strategic behavior on attractiveness

Variables and Dimensions	(R2)	(F)	(Sig.)
	0.144	40.147	0.000
	Regression coefficient (β)	(T)	(Sig.)
Gravity	0.380	6.336	0.000

It is observed from Table (5) that the regression equation model is valid, given the F value of 40.147 at a significance level of 5%. This implies that gravity in the surveyed hotels can be estimated through strategic behavior. Additionally, the T value of 6.336 at a significance level of 5% indicates the significance of the effect, while the positive Beta (β) coefficient of 0.380 indicates a positive effect. This means that the presence of strategic behavior positively influences the enhancement of gravity in the surveyed hotels. The R-squared (R2) value of 0.144 indicates that strategic behavior explains 14.4% of the changes in gravity in the surveyed hotels, thus supporting the second sub-hypothesis (H5.3).

Third Sub-Hypothesis: There is a significant effect of strategic behavior on achieving alignment in the surveyed hotels.

To test this hypothesis, a simple linear regression equation

was prepared to estimate alignment in the surveyed hotels through strategic behavior, to determine the extent of its impact on alignment. Table (9) shows the results of the effect.

Table 9: Results of the effect of strategic behavior on alignment

Variables and Dimensions	(R2)	(F)	(Sig.)
	0.150	41.895	0.000
	Regression coefficient (β)	(T)	(Sig.)
Alignment	0.387	6.473	0.000

It is observed from Table (9) that the regression equation model is valid, given the F value of 41.895 at a significance level of 5%. This implies that alignment in the surveyed hotels can be estimated through strategic behavior. Additionally, the T value of 6.473 at a significance level of 5% indicates the significance of the effect, while the positive Beta (β) coefficient of 0.387 indicates a positive effect. This means that the presence of strategic behavior positively influences the enhancement of alignment in the surveyed hotels. The R-squared (R2) value of 0.150 indicates that strategic behavior explains 15% of the changes in alignment in the surveyed hotels, thus supporting the third sub-hypothesis (H5.4).

Fourth Sub-Hypothesis: There is a significant effect of strategic behavior on achieving credibility in the surveyed hotels.

To test this hypothesis, a simple linear regression equation was prepared to estimate credibility in the surveyed hotels through strategic behavior, to determine the extent of its impact on credibility. Table (10) shows the results of the effect.

Table 10: Results of the Effect of Strategic Behavior on Credibility

Variables and Dimensions	(R2)	(F)	(Sig.)
	0.118	31.808	0.000
	Regression coefficient (β)	(T)	(Sig.)
Credibility	0.343	5.640	0.000

***Source*:** Table prepared by the researcher using SPSS.

It is observed from Table (10) that the regression equation model is valid, given the F value of 31.808 at a significance level of 5%. This implies that credibility in the surveyed hotels can be estimated through strategic behavior. Additionally, the T value of 5.640 at a significance level of 5% indicates the significance of the effect, while the positive Beta (β) coefficient of 0.343 indicates a positive effect. This means that the presence of strategic behavior positively influences the enhancement of credibility in the surveyed hotels. The R-squared (R2) value of 0.118 indicates that strategic behavior explains 11.8% of the changes in credibility in the surveyed hotels, thus supporting the fourth sub-hypothesis.

Chapter Four: Conclusions and Recommendations
First: Conclusions
1. The relative importance of maintaining the current situation or the current interests of the hotel to reduce risks, in order to maintain and focus on continuous improvement in the quality of hotel services provided to customers, was the highest compared to other strategic behaviors.
2. There is also high interest from the hotels in strategic directions to invest in and exploit market opportunities, and to adopt modern technological techniques to contribute to the rapid delivery of better services to customers.
3. The relative importance of alignment was relatively high compared to other dimensions of content marketing, which implies that content marketing is characterized by alignment and has succeeded in meeting the expected and unexpected needs and desires of customers, as well as finding appropriate solutions to the problems customers face, thereby contributing to improving the long-term relationship between hotels and their customers.
4. There is also relatively high interest from the surveyed customers in the credibility of the marketing content disseminated by the hotels. The information provided by the hotels about the services they offer, commonly through social media, works to strengthen the relationship between the hotel and its customers and gain their trust.

Second: Recommendations
1. Hotels should pay more attention to proactive analysis to monitor competitors' movements and allocate resources with diverse uses to provide the best hotel services to ensure they remain at the forefront of competition.
2. Equal attention should be given to all strategic behaviors due to their positive role in enhancing all elements of content marketing, especially the value and attractiveness of content marketing.
3. The surveyed hotels should create engaging, exciting, entertaining, and enjoyable marketing content (Emotional marketing content) because it is the most capable of attracting customers to the hotel.
4. Diversify the content of the marketing content to suit various customer desires, continuously renew it, and make it distinctive from what other competing hotels offer.

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