


**STUDYING THE ROLE OF BANKING MARKETING IN SUPPORTING THE
COMPETITIVE ADVANTAGE OF THE IRAQI BANKS**

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| ARTICLE INFO | ABSTRACT |
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| <p>Article history:</p> <p>Received 31 January 2023</p> <p>Accepted 27 March 2023</p> | <p>Purpose: The purpose of this study is to examine the contribution of banking marketing towards supporting the competitive advantage of banks in the Iraqi context.</p> |
| <p>Keywords:</p> <p>Banking Marketing; Competitive Advantages; Market Competition; Banks; Iraq.</p> | <p>Theoretical framework: The study aims to investigate the influence of banking marketing activities on achieving the primary banking objective, with a specific focus on profit generation. Additionally, this research seeks to explore the role of marketing in supporting competitive advantage, which can be derived from a variety of factors such as expertise, technology, or resource advantages that allow banks to deliver more value to customers compared to competitors. This competitive edge plays a significant role in enabling banks to expand their reach and attract investment, both locally and internationally.</p> |
|  | <p>Design/methodology/approach: The study utilized an analytical descriptive approach and was conducted as a field study. The data collection process involved both primary and secondary data sources. The primary data were gathered through a questionnaire designed to capture information on the study variables, while the secondary data were obtained from relevant literature and previous studies. The collected data were then analyzed using statistical software, namely SPSS, to derive meaningful insights and conclusions.</p> <p>Findings: The findings revealed that the dimensions of banking marketing and competitive advantage indicators had a high level of importance. These results suggest that the implementation of effective marketing can play a key role in enhancing the competitive advantage of Iraqi banks, thereby contributing to their overall performance and profitability.</p> <p>Research, Practical & Social implications: The study highlights the significance of banking services and their applicable mechanisms, as well as identifying competitive advantages and effective ways of supporting and consolidating them. In light of the findings, the study provides several recommendations aimed at supporting Iraqi banks in using banking marketing tools to positively impact customer satisfaction. The study's recommendations are intended to facilitate the development of contemporary practices that enhance the efficiency of banking sectors, which in turn supports the competitive advantage of Iraqi banks.</p> <p>Originality/value: This study represents a pioneering effort to bring together banking marketing and supporting competitive advantage as two interrelated fields that play an essential role in effective bank management. Marketing, in general, is customer-centric, and banks are no exception, as their existence is entirely dependent on the presence of customers, who constitute the market. Banking services, in particular, are long-lasting and typically extend to one consumer for a long period.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.1342</p> |

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ESTUDO DO PAPEL DO MARKETING BANCÁRIO NO APOIO À VANTAGEM COMPETITIVA DOS BANCOS IRAQUIANOS

RESUMO

Objetivo: O objetivo deste estudo é examinar a contribuição do marketing bancário para apoiar a vantagem competitiva dos bancos no contexto iraquiano.

Estrutura teórica: O estudo visa investigar a influência das atividades de marketing bancário no alcance do objetivo bancário primário, com um foco específico na geração de lucros. Além disso, esta pesquisa procura explorar o papel do marketing no apoio à vantagem competitiva, que pode ser derivada de uma variedade de fatores tais como experiência, tecnologia ou vantagens de recursos que permitem aos bancos oferecer mais valor aos clientes em comparação com os concorrentes. Esta vantagem competitiva desempenha um papel significativo ao permitir que os bancos expandam seu alcance e atraiam investimentos, tanto local como internacionalmente.

Design/metodologia/abordagem: O estudo utilizou uma abordagem analítica descritiva e foi conduzido como um estudo de campo. O processo de coleta de dados envolveu tanto fontes de dados primários quanto secundários. Os dados primários foram coletados através de um questionário projetado para capturar informações sobre as variáveis do estudo, enquanto os dados secundários foram obtidos da literatura relevante e de estudos anteriores. Os dados coletados foram então analisados usando um software estatístico, o SPSS, para obter percepções e conclusões significativas.

Conclusões: Os resultados revelaram que as dimensões do marketing bancário e os indicadores de vantagem competitiva tinham um alto nível de importância. Estes resultados sugerem que a implementação de um marketing eficaz pode desempenhar um papel fundamental no aumento da vantagem competitiva dos bancos iraquianos, contribuindo assim para seu desempenho e lucratividade geral.

Pesquisa, implicações práticas e sociais: O estudo destaca a importância dos serviços bancários e seus mecanismos aplicáveis, assim como a identificação de vantagens competitivas e formas eficazes de apoiá-los e consolidá-los. À luz das conclusões, o estudo fornece várias recomendações destinadas a apoiar os bancos iraquianos no uso de ferramentas de marketing bancário para impactar positivamente a satisfação do cliente. As recomendações do estudo visam facilitar o desenvolvimento de práticas contemporâneas que aumentam a eficiência dos setores bancários, o que, por sua vez, apóia a vantagem competitiva dos bancos iraquianos.

Originalidade/valor: Este estudo representa um esforço pioneiro para unir o marketing bancário e apoiar a vantagem competitiva como dois campos inter-relacionados que desempenham um papel essencial na gestão eficaz dos bancos. O marketing, em geral, é centrado no cliente, e os bancos não são exceção, pois sua existência depende inteiramente da presença de clientes, que constituem o mercado. Os serviços bancários, em particular, são de longa duração e normalmente se estendem a um consumidor por um longo período.

Palavras-chave: Marketing Bancário, Vantagens Competitivas, Concorrência de Mercado, Bancos, Iraque.

ESTUDIO DEL PAPEL DEL MARKETING BANCARIO EN EL APOYO A LA VENTAJA COMPETITIVA DE LOS BANCOS IRAQUÍES

RESUMEN

Propósito: El propósito de este estudio es examinar la contribución del marketing bancario al apoyo de la ventaja competitiva de los bancos en el contexto iraquí.

Marco teórico: El estudio pretende investigar la influencia de las actividades de marketing bancario en la consecución del objetivo principal de los bancos, centrándose específicamente en la generación de beneficios. Además, esta investigación pretende explorar el papel del marketing en el apoyo a la ventaja competitiva, que puede derivarse de diversos factores como la experiencia, la tecnología o las ventajas de recursos que permiten a los bancos ofrecer más valor a los clientes en comparación con sus competidores. Esta ventaja competitiva desempeña un papel importante a la hora de permitir a los bancos ampliar su alcance y atraer inversiones, tanto a escala local como internacional.

Diseño/metodología/enfoque: El estudio utilizó un enfoque descriptivo analítico y se llevó a cabo como estudio de campo. El proceso de recopilación de datos incluyó fuentes de datos primarias y secundarias. Los datos primarios se recogieron mediante un cuestionario diseñado para captar información sobre las variables del estudio, mientras que los secundarios se obtuvieron de la bibliografía pertinente y de estudios anteriores. A continuación, los datos recogidos se analizaron mediante un programa estadístico, el SPSS, para extraer ideas y conclusiones significativas.

Resultados: Los resultados revelaron que las dimensiones del marketing bancario y los indicadores de ventajas competitivas tenían un alto nivel de importancia. Estos resultados sugieren que la aplicación de un marketing eficaz puede desempeñar un papel clave en la mejora de la ventaja competitiva de los bancos iraquíes, contribuyendo así a su rendimiento y rentabilidad generales.

Investigación, implicaciones prácticas y sociales: El estudio pone de relieve la importancia de los servicios bancarios y sus mecanismos aplicables, así como la identificación de ventajas competitivas y formas eficaces de apoyarlas y consolidarlas. A la luz de los resultados, el estudio ofrece varias recomendaciones destinadas a apoyar a los bancos iraquíes en el uso de herramientas de marketing bancario para influir positivamente en la satisfacción del cliente. Las recomendaciones del estudio pretenden facilitar el desarrollo de prácticas contemporáneas que mejoren la eficiencia de los sectores bancarios, lo que a su vez respalda la ventaja competitiva de los bancos iraquíes.

Originalidad/valor: Este estudio representa un esfuerzo pionero por aunar el marketing bancario y el apoyo a la ventaja competitiva como dos campos interrelacionados que desempeñan un papel esencial en la gestión eficaz de los bancos. El marketing, en general, está centrado en el cliente, y los bancos no son una excepción, ya que su existencia depende totalmente de la presencia de clientes, que constituyen el mercado. Los servicios bancarios, en particular, son duraderos y suelen extenderse a un consumidor durante un largo periodo.

Palabras clave: Marketing Bancario, Ventajas Competitivas, Competencia en el Mercado, Bancos, Iraq.

INTRODUCTION

Banking is a fundamental economic sector in developed and developing countries alike. Yet banks play a core role in the economy; they contribute to financing the economy and achieving monetary policy goals. Banks play a major role in exploiting the economy and maximizing its capabilities to face local and international banking challenges in various arenas. In today's era, banks play a basic role in investment and in boosting the economy at local, regional, and global levels. Furthermore, there have also been many economic and banking changes globally, so these banks are required to go hand in hand with these changes in order to enhance their performance and business and to maintain their competitiveness in the local and global markets. Banks also have to spend more to keep pace with these changes, achieve maximum returns, and attract the largest possible number of new customers. In addition, the civilized development of societies has led to the development of banking awareness among individuals and the creation of many financial and credit needs and desires.

Banks begin to develop new services to meet the needs of consumers and their ever-increasing desires. However, banks can provide such services at an appropriate time while keeping customers as the starting point in the banking business, especially given the rapid developments in the banking industry, as banking shares similar business but differs in how these services are provided and marketed (Mualla, 2017). Banks are witnessing intense competition, not only from other banks but also from various financial institutions; such intense competition imposes on the bank management a serious rethinking of their ability to compete. As a result, bankers should pay more attention to the elements of the service marketing mix as the foundation of the marketing strategy that bank managers adopted in performing banking services and enhancing their competitive advantage (Alzghoul, 2017; Khalil, 2021). Banking marketing (BM) is concentrated to develop the necessary means to enable banks to achieve

their goals, and examples of these means are developing distinguished banking services or contributing to certain social activities (Kotler, 2016).

Banking services are described as standard because banks do not differ in terms of procedural nature in performing the same service. The bank's positive standard prompts them to improve the level of their banking services in accordance with their customers' needs and desires, as well as gain their satisfaction and loyalty, in order to increase customer numbers, develop market share, and maximize earnings (Rajendran, 2011). Since the banking industry requires excellence in providing services, the concept of banking service quality (BSQ) has emerged as an important area of relative excellence. New concepts have emerged too, such as privacy and confidentiality, method of performance, customer service, speed of completion of banking services, and others. Each concept has become a fertile field of excellence in providing banking services (Mualla, 2017). Mata (2015) notes that creating strong, distinctive, and unique systems to outperform competitors is the goal of having a competitive advantage (CA). This can be achieved through improving customer value, ensuring efficiency and sustainability, and effectively displaying these strengths. The ultimate aim is to offer the highest value to customers, which distinguishes the product from those offered by competitors.

An institution can gain CA whenever its goals being achieved, performing its activities in less cost and more efficiency than the competitor. To do so, the company makes use of resources as best as possible, or it uses its expertise and knowledge in carrying out its functions and activities in a way that achieves the greatest value perceived by its customer of view compared to competitors (Suleiman, 2014; Al Muala et al., 2022). All have tendency on the impact of knowledge in achieving tasks and improving societies. All also have tendency on investing knowledge in achieving CA on personal, groups and organizational levels. Still the majority of such groups do their best to improving their competitive abilities, or at least to stay at the circle of competition and trying to find some creative ways to attract customers by providing new and quality services as a requirement of continuity in the business. (Dess et al, 2020). Practically, CA wishes to achieve the customers ' needs, meet their desires and urge them to purchase the product. CA is applicable whenever the organization creates new effective technique over the competitors' methods. Yet, the company personalizes such creation on the ground, in other words, achieving ingenuity in its board signification in case it pursues a certain competitive strategy (Stevenson, 2017). This paper aims to explore the impact of BM on achieving CA in the Iraqi banking sector, where a competitive environment is challenging both

locally and internationally. The study aims to provide insights into how Iraqi banks can use BM to enhance their performance and maintain their CA.

LITERATURE REVIEW

Banking Marketing

BM is a strategy that focuses on understanding and meeting the needs and desires of customers in order to generate revenue. It involves identifying different customer categories and potential markets, and determining what products or services can be offered to meet their needs in a timely manner. BM is primarily about selecting the target market and serves it better by achieving many benefits and advantages. By segmenting the market, banks can better identify new customers' needs and make their services more compatible with what the target markets require. BM also helps banks to use the marketing mix elements effectively, especially in terms of pricing for the services provided. In addition, BM enables banks to identify competitors, develop appropriate pricing policies, design financial products or banking services, and describe them in a way that appeals to customers and prompts them to choose the bank over other options (Sadiq, 2019; Abu Jalil, 2018).

BM is a customer-centric philosophy that should be embraced by all employees in the bank at every functional level, as it is based on meeting current and future needs and desires of customers (Alshammare et al., 2022). It involves core administrative activities such as planning, organizing, directing, and overseeing the auditing of financial products and services, as well as ensuring their smooth distribution through an integrated network of branches and units. The ultimate goal of BM is to provide customers with banking services that meet their needs and desires in a satisfactory manner (Kotler, 2016). BM also tries to make sure that the bank makes as much money as possible so that it can stay in business (Khanfar, 2015). BM is also perceived as an organized, integrated, and continuous planning process provided by banking institutions to achieve and satisfy the needs and desires of their beneficiaries through effective marketing programs that help these institutions achieve their objectives (Al-Shomali, 2016). The researchers define BM as an integrated administrative activity that represents the main function practiced by Iraqi banks; this activity studies banking services and achieves the needs and desires of customers in the target market. BM is in charge of analyzing all the needs of the financial market by using an integrative marketing system to help the bank reach its goals.

Competitive Advantage

The concept of "competitive advantage" refers to the presence of a characteristic or set of characteristics that distinguishes an organization from others. This characteristic gives the facility a strong attitude towards others and various parties. The challenge facing the establishments is not in their ability to produce or provide services, but rather in their possession of the capabilities to satisfy the needs of their customers and fulfill their changing desires. In addition to the fact that customer roles and perceptions have also increased in such fierce competition, the CA of the establishment is what it gains in the market from the perspective of the producers' markets, so that it brings more than one competitive position. Therefore, CA means a characteristic represented by obtaining an advanced competitive position in the markets (Tsai-Lung, 2013). CA is also defined as the organization's capabilities in preparing and formulating appropriate strategies that, when applied well, put such a company in a better competitive position compared to establishments operating in the same industry. This competitive position can be achieved by studying all factors connected with the activities and occupations that the company performs, whether productive, marketing, financial, or even human resources. This analysis aims at identifying the internal strengths and weaknesses so that it can work with maximum efficiency to take advantage of available opportunities and confront threats in the external environment (Mustafa, 2016).

Macmillan and Mahan (2019) stated that CA is an attribute or a group of characteristics that an organization possesses and has an advantage over others. With this kind of feature, the company can keep its customers for a long time and also attract new ones in a way that its competitors can't do. During this time, the company will greatly benefit from its superiority over competitors in the products it provides. CA refers to an institution that possesses a skill, technology, or even resources that aid in the production of values and the provision of services to customers in a more efficient manner than competitors. This quality in providing service is measured from the customers' points of view, who confirm such excellence in purchasing products from that company. This continued purchasing provides the company with more values, benefits, and profits, which make it outperform its competitors in the same field of business (Chi, 2009). Nonetheless, the researchers considered the CA to have some characteristics in which Iraqi banks outperformed other competitors in terms of investment and opportunity while minimizing the level of threat they faced. This advantage comes from practicing certain actions and behaviors in the market better than the other competitors working in the same field. This practically means that the Iraqi bank will be able to provide better

banking services to customers than its competitors. Supremacy can be achieved by possessing an indicator that considers the bank's abilities like quality, creativity, efficiency, and response.

Banking Marketing and Competitive Advantage

Previous studies have not directly examined the relationship between BM and CA, but this study reviews some studies that concern the relationship between one of these variables and another. Abu Dalbough (2020) indicated that marketing intelligence has a role in improving the competitiveness of business organizations in a highly competitive environment characterized by change, development, and creativity. Bin Odeh's study (2021) found that there is a high positive correlation between work ethics and the dimensions of competitive superiority represented by quality, efficiency, creativity, innovation, and response to customer needs. Ibrahim and Harrison (2020) showed the importance of getting information about competitors, Internet developments, and the market, customers, suppliers, and product development processes. Likewise, Jayanthi and Anupama (2020) concluded that banks can create a CA through adapting techniques to gain the trust of their customers and designing programs to increase customer loyalty. Rufou and Al-Shahwani (2020) suggest that implementing sustainable manufacturing strategies, including cost, quality, creativity, flexibility, and delivery, can lead to competitive superiority. In a study by Tabak and Kocygit (2020), it was found that organizational flexibility has a significant direct impact on competitive superiority. However, when three different competitive strategies were added to the model between these two variables, the impact of organizational flexibility on competitive superiority disappeared.

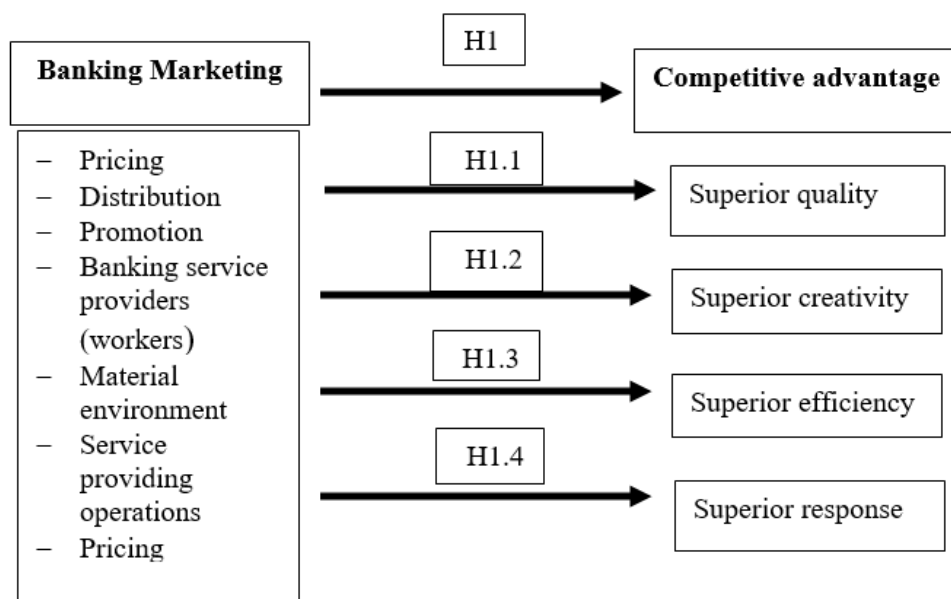
Shukri's (2020) study also indicated that companies that rely on electronic BM marketing had an important impact on achieving and enhancing CA compared to their competitors. Still, Jayanthi and Anupama (2020) reported that banks can create CA and superiority through adapting methods to gain the trust of their customers and designing customer loyalty programs. Findings also showed the importance of getting sufficient data about competitors, customers, suppliers, Internet developments, the market, and product development processes. Khater (2019) found a significant positive effect on marketing ingenuity but a negative effect on competitive performance. Kardimin (2019) also showed that most of the participants had positive attitudes towards the role played by information technology and its applications in enhancing banking institutions under study, represented in electronic plastic cards, ATMs, rapid transfers, and others. Ben Shanina and Mattai (2019) conducted a study on the pivotal role played by electronic BM in achieving the CA of banks

operating in Algeria. Finally, Kiboori (2017) examined electronic banking channels as a strategy for obtaining a CA in banking services in banks. Accordingly, the main hypothesis was written as follows: "*Banking marketing significantly supports the competitive advantage of Iraqi banks*" Four sub-hypotheses emerged:

1. *Banking marketing has significant impact on the superior quality of Iraqi banks.*
2. *Banking marketing has significant impact on the superior creativity of Iraqi banks.*
3. *Banking marketing has significant impact on the superior efficiency of Iraqi banks.*
4. *Banking marketing has significant impact on the superior response of Iraqi banks.*

The following model was designed to show the nature of correlation, which connects the dimensions of the independent and dependent variables as reflected in Figure 1.

Figure 1: Research framework



Source: Prepared by the authors (2023).

MATERIAL AND METHODOLOGY

Research Design

The researcher relied on the descriptive approach and the analytical approach, which studies the status research problem as it is in reality, therefore, this study obtains a field study in Iraqi banks. The participants consist of all Iraqi banks, which the Central Bank of Iraq

permitted to operate in Iraq. The study obtains all the workers, to fill the questionnaires. Participants include all higher and middle administrative levels (the manager, assistants, heads of departments, operations director and the director of marketing) in 35 banks. A representative sample was chosen from this society by distributing the 350 questionnaires were distributed in these banks and at a rate of 10 questionnaires for each bank. The researchers got 265 questionnaires by 75.7% of the total number of distributed questionnaires. These 265 questionnaire were analyzed. The appropriate statistical methods were used within the statistical program of social sciences SPSS, such as the mean scores, frequencies, percentage ratios, standard deviation, and multiple linear and simple skewness were used to test the hypotheses.

Instrument

The researcher has developed a questionnaire for the current study that covered the hypotheses on which they were based. The questionnaire items were evaluated using phrases five -level five -level Liker scale. To ensure the validity of the questionnaire, it was presented to professors and experts specializing in management, marketing and statistics to judge the extent of its face and logical validity. Furthermore, the stability of the questionnaire, Cronbach Alpha test for internal consistency was calculated; it reached 0.97, which is very high percentage. This ensures the reliability of the questionnaire to be used for collecting data.

RESULTS AND DISCUSSION

Results will be displayed using mean scores and standard deviation for each of the study variables.

Banking Marketing

Table 1. Results of participants on the banking marketing (N=265)

| Variables | Mean score | Standard deviation | Rank | Level of importance |
|--------------------|-------------|--------------------|------|---------------------|
| Banking services | 3.851 | .5870 | 6 | High |
| Pricing | 3.66 | .6249 | 7 | Medium |
| Distributing | 3.93 | .6795 | 3 | High |
| Propagating | 3.75 | .6065 | 4 | High |
| Employees | 4.00 | .6856 | 2 | High |
| Environment | 3.87 | .6996 | 5 | High |
| Service processing | 4.04 | .6945 | 1 | High |
| Total | 3.87 | .4948 | | High |

Source: Prepared by the authors (2023).

Table 1 indicates that the BM achieved high mean score with a total of (M=3.87, Std=.4948). The means of all dimensions ranged from (4.04- 3.66). Service processing scored the highest amongst all dimension of BM; it amounted M= 4.04, Std =.6945. The second dimension of BM was the employees; it scored M=4.00, Std=.6856. In the third rank came the distribution which reached (M=3.93 , Std= .6795). Similarly, environment achieved the M=3.87 and Std =.6996 and propagating occupied the fourth high rank which reached scored with (M=3.75, Std=.6065. On the other hand, banking service got the sixth grade with M=3.851, Std=.5870 and pricing achieved the last rank with (M=3.66, Std=.5870) with medium scores. This finding is consistent with Kassem et al. (2014), who concluded that there is a direct and acceptable correlation between the use of the mix of banking services in commercial banks and their ability to compete in the banking marketing. The researchers believe that this finding confirms the importance of banking marketing. Hence, the integrated marketing process is based on a set of marketing activities and tools controlled by the management of banks in achieving their marketing objectives.

Integrative marketing ensures the access and flow of banking services to the places where customers are, in a manner that meets their needs. It also achieves the required profit for these banks in the target market. The process of integrated marketing includes banking operations that take place within a marketing environment aimed at providing banking services that achieve the maximum satisfaction for customers on the one hand, and in maximizing the profits of the bank on the one hand.

Competitive Advantage

Table 2. Results of participants on the competitive advantage, (N=265)

| Variables | Mean score | Standard deviation | Rank | Level of importance |
|---------------------|--------------|--------------------|------|---------------------|
| Superior quality | 3.877 | .8043 | 3 | High |
| Superior creativity | 3.949 | .8555 | 1 | High |
| Superior efficiency | 3.908 | .7069 | 2 | High |
| Superior response | 3.777 | .7543 | 4 | High |
| Total | 3.878 | .7331 | | High |

Source: Prepared by the authors (2023).

Table 2 indicates that the CA achieved high mean score with a total of (M=3.87, Std=.7331). The means of all dimensions ranged from (3.949- 3.777). Superior creativity scored the highest amongst all dimension of CA; it amounted, M= 3.949, Std =.8555. The second dimension of CA was superior efficiency; it scored M=3.877, Std=.8043. In the third rank came

the superior quality which reached ($M=3.93$, $Std= .6795$). Superior response, achieved the $M=3.777$ and $Std =.7543$. These results are in line with the studies of Abu Dalbough (2020), Kardimin (2019) and Harrison (2020). Abu Dalbough (2020) showed the importance of improving the competitiveness of business organizations in light of a competitive environment of high change, development and creativity in light of contemporary global changes and various transformations in all fields. This finding is also consistent with Kardimin study (2019), which concluded that most of the participants had positive attitudes on the role played by information technology in enhancing the CA of banking institutions. Still, these results agree with Harrison (2020), which showed the importance of getting information about competitors, Internet developments, and information about the market, , suppliers, customers and product development processes.

The researchers think that such findings confirm the importance of the bank achieving a degree of superiority over competitors, or sharing the markets with them sufficiently. Also, how to conduct business in a way that allows it to continue to achieve acceptable returns. Otherwise, the bank that cannot obtain a sufficient market share will face difficulties in growth and continuity.

Testing Hypotheses

Table 3 shows that BM variables, which were used in predicting the value of CA impacts and supports the CA in the Iraqi banks.

Table 3. Test of Multi-Skewness coefficients for the main hypothesis

| Model | Std. Error of the Estimate | Adjusted R Square | R Square | Correlation R |
|-------|----------------------------|-------------------|----------|---------------|
| 1 | .44993 | .623 | .633 | .796 |

Source: Prepared by the authors (2023).

Table 3 shows that the correlation between the banking marketing dimensions (BMD) and CA is high which amounted (.796). It is a high direct correlation. The determination coefficient R^2 scored (.633%) indicating that BMD interprets the changing and difference occurred between the value of CA in the mentioned score. Likewise, the adjusted R^2 which accounts for the independent variables; yet the R^2 amounted ($R^2=.44993\%$). The remaining percentage is connected with other factors which may affect CA. For analyzing the variation, ANOVE was used to show the signification of the Skewness. Table 4 displays the findings.

Table 4. Signification of regression coefficient of the first hypothesis

| Model | Sum of Squares | degree of freedom df | Mean Square | F value | Sig. |
|------------|----------------|----------------------|-------------|---------|------|
| Regression | 89.881 | 7 | 12.840 | 63.427 | .000 |
| Residual | 52.027 | 257 | .202 | | |
| Total | 141.907 | 264 | | | |

Source: Prepared by the authors (2023).

Table 5 summarizes the results of multiple liner regression correlation related to the prediction reached at while calculating the BMD.

Table 5. Test of Regression coefficients for main hypothesis

| Independent variable dimensions | Standardized Coefficients | | | Computed t | Sig. t |
|-------------------------------------|---------------------------|------------|--------|------------|--------|
| | (Beta) | Std. Error | B | | |
| Fixed limit | | .232 | -.143- | -.618- | .537 |
| Banking service | .051 | .059 | .064 | 1.082 | .280 |
| Pricing | .047 | .058 | .055 | .946 | .345 |
| Distribution | .271 | .068 | .293 | 4.312 | .000 |
| Promotion | .185 | .068 | .224 | 3.303 | .001 |
| Banking service providers (workers) | -.115- | .055 | -.123- | -2.250- | .025 |
| Material environment | .274 | .080 | .287 | 3.570 | .000 |
| Service providing operations | .226 | .081 | .239 | 2.956 | .003 |

Source: Prepared by the authors (2023).

Table 5 displays the t-test used in testing the hypothesis of intersection of the regression line (the fixed limit) showing whether the regression line (RL) passes the core unit or cross the y-axis at a certain point (fixed limit). The sig. value (.000) shows that passage of fixed limit to reject the null hypothesis, which indicates that the fixed limit value does not equal zero. Therefore, the RL does not pass through the original point, yet the BMDs affect the dependent variable, (i.e., CA). It is concluded that the importance of BMDs in finding a model (equivalent to predicting the values of CA). In the same vein, the main and (sub) hypotheses can be tested as follows:

Testing the Main Hypothesis

Table 4 indicates that computed F value is significant as it amounted ($F=63.427$) as well as the sig value showed (0.000). This finding signifies the rejection of the null hypothesis which states the presence of statistical significant of BM in developing CA at the Iraqi banks. The sub-hypotheses were tested as:

First Sub-Hypothesis

Table 6. The of the multiple regression results for the effect of banking marketing on superior quality

| Variable | R Correlation | Coefficient of R ² of determination | F Computed | β | Sig |
|---|---------------|--|------------|---------|-------|
| The effect of banking marketing on superior quality | .730 | .533 | 300.216 | 1.186 | 0.000 |

* The F tabular value is = 3.84; the correlation is significant at ($\alpha \leq 0.05$).

Source: Prepared by the authors (2023).

Table 6 shows that the computed f value amounted (300.216) whereas the tabulated f scored (3.84). The researchers compared the two results and found that computed f is higher than the tabulated. Therefore, this accepts that BM has a significant effect on superior quality within the Iraqi banks. Approving the first sub-hypothesis is also confirmed by the Sig. value which showed 0.000. Table 6 shows that the variance of CA (R²) interprets (.533) of the changes in the CA, while the rest is attributed to other factors. The coefficient (β) has reached (1.186), indicating that the direction of the relationship is positive between the BM and the CA.

Second Sub-Hypothesis

Table 7. The results the multiple regression for the effect of banking marketing on superior creativity

| Variable | R Correlation | Coefficient of R ² of determination | F computed | β | Sig |
|--|---------------|--|------------|---------|-------|
| The effect of banking marketing on superior creativity | .757 | .573 | 353.013 | 1.309 | 0.000 |

* The F tabular value is = 3.84; the correlation is significant at ($\alpha \leq 0.05$).

Source: Prepared by the authors (2023).

Table 7 shows that the computed f value amounted (353.013) whereas the tabulated f scored (3.84). The researchers compared the two results and found that computed f is higher than the tabulated. Therefore, this accepts that BM has a significant effect on superior creativity within the Iraqi banks. Approving the second sub-hypothesis is also confirmed by the Sig. value which showed 0.000. Table 7 shows that the variance of CA (R²) explains .573 of the changes in the CA, while the rest is attributed to other factors. The coefficient (β) has reached (1.309), indicating that the direction of the relationship is positive between the BM and the CA.

Third Sub-Hypothesis

Table 8. The results the multiple regression for the effect of banking marketing on superior efficiency

| Variable | R Correlation | R ² Coefficient of determination | F computed | β | Sig |
|--|---------------|---|------------|---------|-------|
| The effect of banking marketing on superior efficiency | .701 | .491 | 254.03 | 1.002 | 0.000 |

*The F tabular value is = 3.84; the correlation is significant at ($\alpha \leq 0.05$).

Source: Prepared by the authors (2023).

Table 8 shows that the computed f value amounted (254.036) whereas the tabulated f scored (3.84). The researchers compared the two results and found that computed f is higher than the tabulated. Therefore, this accepts that BM has a significant effect on superior efficiency within the Iraqi banks. Approving the third sub-hypothesis is also confirmed by the Sig. value which showed 0.000. Table 8 shows that the variance of CA (R²) explains .491 of the changes in the CA, while the rest is attributed to other factors. The coefficient (β) has reached (1.002), indicating that the direction of the correlation is positive between the BM and the CA.

Fourth Sub-Hypothesis

Table 9. The results the multiple regression for the effect of banking marketing on superior response

| Variable | R Correlation | R ² Coefficient of determination | F computed | β | Sig |
|--|---------------|---|------------|---------|-------|
| The effect of banking marketing on superior response | .654 | .428 | 196.80 | 0.997 | 0.000 |

* The F tabular value is = 3.84; the correlation is significant at ($\alpha \leq 0.05$).

Source: Prepared by the authors (2023).

Table 9 shows that the computed f value amounted (196.80) whereas the tabulated f scored (3.84). The researchers compared the two results and found that computed f is higher than the tabulated. Therefore, this accepts that BM has a significant effect on superior response within the Iraqi banks. Approving the fourth sub-hypothesis is also confirmed by the Sig. value which showed 0.000. Table 9 shows that the variance of CA (R²) explains .654 of the changes in the CA, while the rest is attributed to other factors. The coefficient (β) has reached (0.997), indicating that the direction of the correlation is positive between the BM and the CA.

CONCLUSION

In this study, the impact of BM on CA in Iraqi banks would depend on the specific findings of the study. The high mean scores of BM suggest that Iraqi banks are performing well in terms of banking service providing, employees, distribution, propagating, and banking services. However, the medium score of pricing suggests that there is room for improvement in this area. The high mean scores of the indicators of CA suggest that Iraqi banks are performing well in terms of superior creativity, superior efficiency, superior quality, and superior response. This indicates that the banks are competitive in these areas compared to their competitors. The significant impact of BM on the superior quality, superior creativity, superior efficiency, and superior response of Iraqi banks supports the hypothesis that BM has a positive effect on CA. This suggests that investing in BM can be a viable strategy for Iraqi banks to gain a competitive edge in the market. Overall, the research suggests that BM can be an effective strategy for Iraqi banks to achieve a competitive advantage in the market. However, further research may be needed to explore the specific areas of BM that have the greatest impact on CA and to identify potential challenges or limitations to implementing BM in Iraqi banks.

In this context, other limitations of the study should also be considered. One limitation is the sample size, which was limited to only a few banks in Iraq. This may affect the generalizability of the findings to other banks in the country or in different regions. Another limitation is the self-reporting bias, as the data were collected through a survey questionnaire. The respondents might not have provided accurate or complete information about their perceptions and attitudes towards banking marketing and competitive advantage. Additionally, the study did not consider the influence of external factors such as economic, political, and social conditions that may affect the performance of banks. Finally, the study only focused on the impact of banking marketing on competitive advantage without considering other potential factors that could also influence organizational performance (Alzghoul et al., 2022). These limitations suggest that future studies should use larger and more diverse samples, employ multiple methods of data collection, consider external environmental factors, and examine other potential factors that could influence the performance of banks.

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