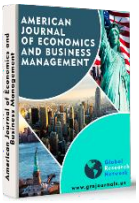

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Flexibility of Banking Operations and its Role in Achieving Effective Marketing (A Survey Study of a Sample of Employees in Commercial Banks in Basra Governorate)

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Abstract:
The current study aimed to identify the nature of the relationship between the flexibility of banking operations and the promotion of effective marketing, and to test these relationships in a sample of private commercial banks in Basra Governorate. To achieve this, the flexibility of banking operations, with its dimensions (flexibility in response to risks and economic variables, adaptation to financial shocks, operational efficiency, and flexibility in interaction with monetary policy tools), was adopted as the independent variable, and effective marketing, with its dimensions (effectiveness, suitability, responsiveness, and satisfaction), was adopted as the dependent variable. The importance of the study lies in its clarification of the impact of banking operations flexibility on achieving effective marketing to decision-makers in the banks under study. The study adopted the descriptive-analytical approach, employing the contents of deductive analysis in the theoretical aspect and practical testing of the study model and hypotheses. The study also adopted the exploratory methodology in the procedural measurement of the study variables. Data was collected from a sample of commercial banks in Basra Governorate (15 banks), considered important banks in the country's economy. The questionnaire was distributed to employees in the banks under study, who were experienced and specialized in these banks. (186) questionnaires were completed, of which (163) were returned, with a return rate of (88%). These questionnaires were analyzed using a number of statistical tests using the Smart Pulls statistical program and the SPSS v.24 program. The study reached a set of statistical results, including the existence of a significant positive correlation between the flexibility of banking operations and effective marketing, when used as an important planning tool in the banks studied.

Key terms: flexibility of banking operations, effective marketing.

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Introduction

Businesses operate in a rapidly changing world, in an unstable environment filled with challenges, most notably the rapid developments in financial and information technology, and fierce competition from within and outside the banking environment. To address these challenges, banks have turned to effective marketing, which has become the focus of any modern institution's approach, considering it the ideal tool for achieving goals. In the past, marketing operations were limited to commercial and industrial institutions that offered commodity products, while there was no marketing activity in service institutions until the end of the last century. Then, the urgent need for marketing activities in these institutions emerged. Since banks are considered service institutions, and indeed among the most important, they occupy the forefront of

economic and financial systems, due to their positive impact on economic development processes. Therefore, in the final years of the last century, a trend emerged toward applying modern marketing concepts and methods to the field of banking services. This trend was accompanied by a parallel transformation in many areas of banking services, which succeeded in producing new patterns and methodologies in the field of banking work. This latter trend led to increased interest in banking marketing as a dynamic activity. A multifaceted, multidimensional study that aims to find methods and approaches that enable banks to understand the needs and desires of customers, and then satisfy them in a way that enables banks to continue, achieve their goals, and adapt to the changing environment within which they operate. This requires banks to adopt effective banking marketing ideas and methods, work to improve and develop their banking products, and meet the needs and desires of their customers, especially given the quality of the products offered by banks.

1- The Scientific Methodology of the Study

In this section, we will address the scientific methodology of the study, which includes presenting the study's problem, its questions, its importance, its objectives, the rationale for its selection, and its hypotheses in terms of relationship and influence.

1-1- Problem of the Study

At the field level, observations indicate that many commercial banks in the local environment have not invested effectively in the flexibility of banking operations. This is attributed to limited administrative and developmental awareness of these innovations, along with the weak flexibility of banking operations in absorbing and implementing these models. This has negatively impacted the effectiveness of banking marketing in terms of meeting customer needs and achieving customer satisfaction. Based on this reality, the field problem is defined by attempting to answer the following question:

"**How can the flexibility of banking operations contribute to enhancing the effectiveness of banking marketing in commercial banks**?"

1-2- Significant of the Study

Despite the growing interest in banking marketing, especially in many commercial banks, effective marketing represents the cornerstone of banking success and one of the most important tools of modern banking management. Therefore, it is necessary to highlight its various trends and applications, and to highlight the extent of interest of Iraqi commercial banks in it, given that the banking market is open to competition. Marketing banking products, especially reverse-innovated products, has become a focus of interest and concern today. The importance of the study can be defined through three axes, as follows:

1. The current study attempts to find an appropriate solution to a real problem that fundamentally affects the performance of the commercial banks under study: the effective marketing of banking products.

2. Enabling the banking sector under study to better understand, embrace, and accept the flexibility of banking operations.

3. Selecting a set of statistical measures and adapting them to measure the variables of the current study in a manner consistent with the Iraqi environment.

4. To reach conclusions and recommendations, direct them to decision-makers, provide information on the flexibility of banking operations, select those that are appropriate for the Iraqi environment, and achieve fruitful interaction between banks and their

customers through effective marketing, taking into account the flexibility of banking operations.

1-3- Objectives of the Study

Language The aim of this study is to reach conclusions that demonstrate the actual reality of the concepts influencing effective marketing in the banking sector and to provide recommendations for its improvement. The current study aims to increase banks' awareness of the importance of banking flexibility and the development of effective banking marketing, as well as to examine the direct relationship between banking flexibility and effective marketing.

1-4- Hypotheses of the Study

The study hypotheses are formulated in accordance with the problem, the established objectives, and the hypothetical model, to represent the logical relationships between the independent variable, the dependent variable, and the mediating variable of the study, as follows:

- Main Hypothesis (H1): There is a significant effect of the independent variable (flexibility of banking operations), with all its combined dimensions, on the dependent variable (effective marketing), with all its combined dimensions, in the banks under study. The following four hypotheses branch out from this:

1. First Sub-Hypothesis (H11): There is a significant effect of the dimension (flexibility in response to risks and economic variables) on effective marketing in the banks under study.

2. Second Sub-Hypothesis (H12): There is a significant effect of the dimension (ability to adapt to financial shocks) on effective marketing in the banks under study.

3. Third Sub-Hypothesis (H13): There is a significant effect of the dimension (efficiency of operational processes) on Effective marketing in the banks under study.

4. Fourth sub-hypothesis (H14): There is a significant influence of the dimension (flexibility of interaction with monetary policy tools) on effective marketing in the banks under study.

1-5- Proposed hypothetical outline for the study:

The proposed hypothetical outline for the study, which represents the general framework for the study's variables and hypotheses, is illustrated in Figure (1).

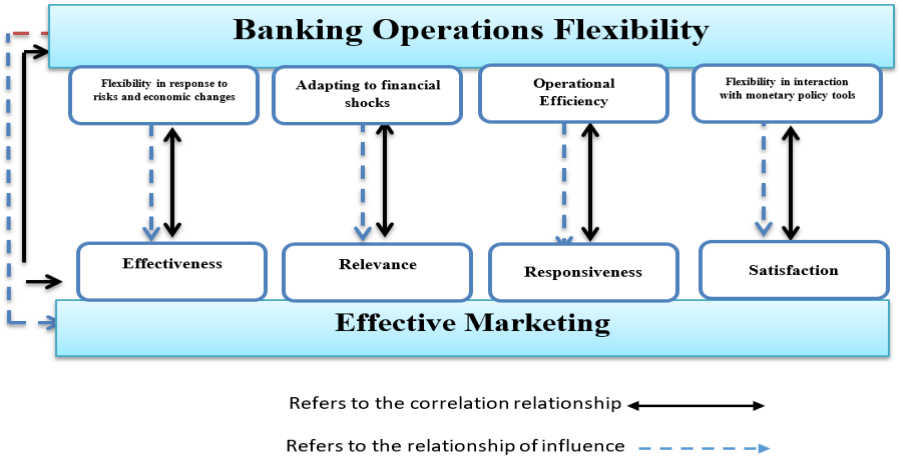

Figure (1) Hypothetical diagram of the study
Source: Prepared by the researcher

1-6- The study community and its sample

The study community is represented by the banking sector (private private banks in Basra Governorate), while the study sample is represented by senior management (director, assistant director), middle management (department managers and division heads), and employees in the various departments in the banks (the study sample). (186) usable questionnaires were distributed to bank managers, their assistants, department managers, division heads, and the rest of the employees in the commercial banks (the study sample) based on the following equation (Steven K. Thompson):

$$n = \frac{N\,P\,(1-P)}{(N-1)\left(\frac{d^2}{Z^2}\right)+P\,(1-P)}$$

1- N = population size: 362 (number of bank employees in the study sample).

2- Z = 1.96 (table value at 95% confidence level).

3- p = 0.5 (variance ratio).

4- d = 0.05 (margin of error).

5- n = 190

Therefore, the researcher distributed (186) questionnaires, representing the number of bank employees holding a diploma or higher. (163) valid questionnaires were retrieved for statistical analysis. This can be interpreted as follows:

1- Response Rate: The response rate can be calculated using the following equation: Response Rate = (Number of valid questionnaires / Number of questionnaires distributed) × 100

Response Rate = (163 / 186) × 100 = 87.6%. This indicates that the questionnaire items were clear and the responding sample was appropriate.

2- Invalid questionnaires: The number of invalid questionnaires can be calculated according to the following equation:

Number of invalid questionnaires = 186 - 163 = 23 questionnaires. The presence of this number of invalid questionnaires is due to incomplete data or errors in completing the questionnaire.

1-7- Description of the Study Sample

The questionnaire was distributed to a number of respondents characterized by demographic factors (gender, age, position, work experience, and educational qualifications). To verify their ability to answer the questionnaire items accurately, the frequency distribution and percentages of the characteristics of employees in commercial banks (the study sample) were counted and analyzed, distributed according to the characteristics and descriptions they possess. Table (1) describes the demographic factors of the respondents in the banks (the study sample).

Table (1) Description of the sample of employees in the banks (the study sample) and the respondents among them.

	Variables	Property distribution	number	%
1	Gender	Male	77	41%
		Female	109	59%
Total number of bank employees who hold a diploma or higher			186	100%

2	the age	29 years and younger	33	% 20
		30-39 years	52	% 32
		40-49 years	34	% 21
		50-59 years	38	% 23
		60 years and older	6	% 4
Total respondents (valid questionnaires only)			163	% 100
3	Current position	Director	9	5.5%
		Assistant Director	13	8%
		Treasurer	28	17%
		Chief Treasurer	8	% 5
		Other job titles (Assistant Supervisor, Supervisor, Auditor, Authorized, Accountant, Clerk of Accountants, Other)	105	64.5%

"**Source: Prepared by the researcher**"

2- Theoretical Framework for the Research

2-1- The Concept of Banking Flexibility

Banking services have evolved over the past few decades, and it is no longer necessary to visit a bank to obtain its services. Almost any transaction can be completed by visiting the bank's website or via a mobile phone application (Kalaitzakis, 2020: 18). This saves customers effort and time in completing transactions, as customers can log in to their bank accounts from any device connected to the internet. Many banks have provided maximum business flexibility for their customers, according to Ali et al. (2024: 3).

2-2- The Importance of Banking Flexibility

Possessing and possessing flexibility is extremely important for banking institutions, as it enables banks to easily and quickly change negative aspects of their operations (Ruza et al., 2019:3), improving their ability to keep pace with competition. Flexibility also enables banks to respond to emergency events such as changes in customer demand. It also helps them develop or innovate products that have declined in demand, introduce new banking products that are different from those of competitors, and re-price some products in response to price changes (Swamy, 2013:89). It also allows banks to expand their operations to new regions. Finally, flexibility facilitates cooperation between banks and other financial institutions to improve the quality of their operations (Al-Hamri, 2014:79), increasing their ability to address environmental changes efficiently and effectively, thus serving the community and its members.

2-3- Dimensions of Banking Operations Resilience

In light of the state of uncertainty and the increasing impact of environmental and market factors, technological developments, and political variables, the importance of resilience increases significantly. It is considered a necessity for adapting to changing conditions, seizing opportunities, and reducing risks. The researcher's efforts to review some academic studies and research have resulted in a set of key dimensions of banking operations resilience. Some of the academic research and studies that addressed the topic of banking operations resilience are as follows:

1- The dimension of resilience in response to risks and economic variables

We previously defined resilience as the ability to adapt quickly and effectively to changes in the economic and financial environment, mitigating the negative effects of potential risks (Ruza et al., 2019: 3). From this perspective, we can say that banking resilience is a combination of banks' intrinsic ability to absorb shocks, as well as their

ability to perform their core functions and contribute to economic productivity and growth (Nokairi & Bassidi, 2024: 1070).

2- The dimension of the ability to Adapting to Financial Shocks

Financial shocks refer to sudden, unexpected changes that significantly impact the stability of financial markets and banks (Fornari & Stracca, 2013:4), imposing real challenges on banks in maintaining the continuity of their operations, liquidity, and profitability. These shocks can arise from multiple factors, including economic shocks, which occur as a result of sharp fluctuations in economic growth rates, high inflation, or unexpected changes in interest rates (Raisováa & Ćurþová, 2014:185).

3- The Flexibility of Interacting with Monetary Policy Tools

Financial crises (the most recent of which was the subprime mortgage crisis in 2008) and their negative impact on global economies have increased regulatory caution (Biskupec & Herman, 2021:3). During periods of economic stability, all financial institutions, including banks, tend to take on greater risks. To limit uncontrolled risk-taking, capital requirements are directed, liquidity and leverage are improved, and risks are reduced. To address the challenges borne by banks, banking regulators have established stricter rules and unconventional monetary policies, which have reduced market and credit risks (Altavilla et al., 2017:3).

4- D- The ability to use advanced models to predict monetary policy trends:

In order to make proactive decisions that reduce the potential negative impact of monetary policies, banks have increasingly relied on financial technology (FinTech), which has provided banks with effective mechanisms for risk management, financing, and pricing (Daiya, 2024:195). It has also enhanced banks' ability to anticipate monetary authority trends and adapt to them with greater flexibility (Papademos & Stark, 2010:10). 4- The dimension of operational efficiency

In light of the rapid development witnessed by the banking sector, it has become essential for banking operations to be flexible and efficient (Ali et al., 2024:1), enabling banks to adapt their operational processes to local or global changes occurring in markets or economic systems. Operational efficiency refers to the ability of banks to carry out core activities with the highest quality and lowest cost, in the shortest possible time, and with the best use of available resources, without any performance shortfalls (Tatsiou, 2021:42).

2-4- Definition of Effective Bank Marketing

In general, effective bank marketing can be defined as "a tool for achieving the bank's objectives by identifying the needs and desires of target customers, ensuring their satisfaction, and managing the distribution and marketing channels of banking products in more efficient ways" (Catalina, 2010: 1165-1166). Effective marketing is an integrated system for managing marketing operations (Navamani & Saravanakumar, 2015: 1). It aims to introduce target customers to the products offered by the bank. Its importance lies in establishing long-term relationships with customers, innovating products that meet their needs, and building an image that conveys professionalism and integrity in their minds (Abishovnaa, 2014: 1323). Consequently, effective marketing has become an important and influential factor in understanding customer needs, finding methods that satisfy them, and gaining the support of more segments.Society (Sudirjo, 2023: 63), as well as monitoring competitors' strategies and developing specific marketing strategies that support the growth, prosperity, and success of banking businesses and operations in the long term.

2-5- The Importance of Effective Marketing for Banks

The importance of effective banking marketing lies in the following:

A- The main focus of any effective marketing plan, and the most important objectives of effective marketing, is gaining customer satisfaction and increasing their numbers (Pandey & Singh, 2016: 68). To achieve these objectives, banks work to educate and train their employees on how to deal with customers, meet their needs, and gain their loyalty, as a prerequisite for the bank's survival and the prosperity of its business (Kumar & Arora, 2023: 22).

B- Solving problems associated with banking operations (Lowcock, 2021: 8), and contributing to the analysis of internal and external opportunities and threats.

C- Maintaining the momentum of research, development, innovation, and information gathering activities (Gusin et al., 2018:18), and knowing competitors' products, marketing methods, and promotional approaches (Sudirjo, 2023:64), which enables bank management to make decisions regarding the type and timing of products to be launched.

D- Working to improve the quality of banking products, creating a favorable image of the bank in the minds of customers and society (Källbäck, 2019:13), and increasing its value, efficiency, and competitiveness.

2-6- Dimensions of the Dependent Variable (Effective Marketing)

Numerous studies and research have addressed the topic of effective marketing. Naturally, differences in its constituent dimensions, their number, and their nature are likely. Therefore, we will discuss the most prominent of these academic studies and research, and the dimensions of each study. Ultimately, the dimension that achieved the highest level of agreement among researchers will be selected, as shown in Table (15).

1- The Effectiveness Dimension

This refers to the way in which an institution interacts with the community through a wide range of carefully planned marketing activities and events (Mullaney, 2017: 26). This is done to achieve established objectives, primarily gaining customer satisfaction by satisfying their desires and meeting their needs, thus achieving a competitive advantage that generates brand recognition. A bank can achieve competitive advantages that distinguish it from others by evaluating its marketing efforts, which have resulted in correcting its path to providing the best banking products. The concept of effectiveness is a modern trend in the banking sector, so this dimension can be addressed as the optimal performance of an effective marketing plan (Sudirjo, 2023: 64).

2- The Relevance Dimension

This refers to the state in which everything required or desired is met. Some people write it as "appropriate," but the correct term is "suitability," as it refers to the suitability of the objectives to the established marketing plan. This means that the objectives are consistent and in harmony with the established marketing plan. This dimension focuses on the external factors influencing the proposed marketing plan, in terms of opportunities and threats (Amadi, 2023:16), the extent to which the marketing plan achieves expectations, and the potential risk and return (Zolfani et al., 2021:584).

3- The Responsiveness Dimension

Effective bank marketing is one of the most prominent strategic tools relied upon by financial institutions in their pursuit of competitive advantage and enhancing sustainability in a changing market environment (Abishovnaa, 2014: 1323). The

importance of effective marketing increases with changing customer behavior and the growing aspirations of customers for high-quality banking products (Pandey & Singh, 2016: 67). This prompts banks to restructure their marketing strategies to adapt to these changes. Among the dimensions that contribute to building successful strategic and marketing capabilities that interact with customer needs and environmental variables are responding efficiently and flexibly (Hoffman & Bateson, 2011: 188).

4- The dimension of satisfaction.

Satisfaction is one of the basic concepts in effective banking marketing, as it represents the customers' personal judgment of the extent to which the banking products and services provided by banks match their prior expectations (Pandey & Singh, 2016: 68). Satisfaction is a feeling of comfort or disappointment, resulting from comparing performance with expectations (Lemon & Verhoef, 2016: 71). The level of satisfaction may also vary from one person to another, as a result of the influence of a number of social and psychological factors (Kotler & Keller, 2016: 88).

3- The practical framework of the research

Addresses the structural validity of the research elements and questions, descriptive analysis, and finally testing the study hypotheses.

3-1- Confirmatory factor analysis of the paragraphs of the study variables' dimensions and the reliability of the scales

Confirmatory factor analysis aims to measure the consistency of the responses of the research sample to the paragraphs of the dimensions. It begins by analyzing a set of data to test the correlation between the data and observing them within the correlation matrix to identify a number of important factors (Siddig et al., 2019: 146). The consistency of the paragraphs is determined by calculating the saturation ratios for each paragraph, which appear in the figures and tables of the statistical program (SMART PLS). The program also provides a significance level for each paragraph, based on which the saturation ratio is accepted or rejected. If the saturation ratio is less than (0.05), it is accepted, meaning that the sample paragraphs are clear and consistent with the objective to be measured. Reliability tests the stability of the scale over a specific period. Cronbach's alpha coefficient is used in the test. If the coefficient records percentages greater than (0.68), then the dimension or variable is considered stable. The scale can be redistributed again, and the results will be approximately the same. The test results are as follows:

3-1-1- Factor analysis of the items on the flexibility of banking operations (FBO) and the stability of its dimensions:

The flexibility of banking operations (FBO) is an independent variable, consisting of four dimensions: flexibility in response to risks and economic variables (M1), the ability to adapt to financial shocks (M2), operational efficiency (M3), and flexibility in response to monetary policy tools (M4). It consists of (20) items, with (5) items distributed for each dimension. To determine the consistency of the responses of the sample surveyed to the flexibility of banking operations (FBO) items, the SMART PLS application program was used, which displays the significance level and saturation percentage on each arrow connected between the dimension and the item. A non-functional item with a significance level less than (5%) is considered saturated, and vice versa, and is removed from the subsequent analysis. The results are shown. In Figure (30) and Table (2), as for the stability test of the dimensions of the flexibility of banking operations (FBO), the Cronbach's alpha coefficient was extracted for each dimension and variable. If the Cronbach's alpha coefficient exceeds (0.68), the dimension is stable. The results appear in the table below, as follows:

Table (2) Results of the confirmatory factor analysis of the items on the flexibility of banking operations (FBO).

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
i31 <- M1	0.804	0.034	23.409	0.000
i32 <- M1	0.788	0.035	22.246	0.000
i33 <- M1	0.852	0.022	38.237	0.000
i34 <- M1	0.848	0.017	49.609	0.000
i35 <- M1	0.402	0.085	4.703	0.000
i36 <- M2	0.825	0.022	36.812	0.000
i37 <- M2	0.814	0.026	31.066	0.000
i38 <- M2	0.789	0.028	28.666	0.000
i39 <- M2	0.741	0.04	18.647	0.000
i40 <- M2	0.487	0.07	6.972	0.000
i41 <- M3	0.341	0.091	3.768	0.000
i42 <- M3	0.257	0.089	2.891	0.004
i43 <- M3	0.852	0.02	42.794	0.000
i44 <- M3	0.901	0.023	38.344	0.000
i45 <- M3	0.798	0.045	17.778	0.000
i46 <- M4	0.81	0.032	25.586	0.000
i47 <- M4	0.665	0.063	10.581	0.000
i48 <- M4	0.903	0.02	46.177	0.000
i49 <- M4	0.798	0.042	19.202	0.000
i50 <- M4	0.841	0.031	27.181	0.000

"**Source: Prepared by the researcher**"

According to the results reflected in Table (2), in the confirmatory factor analysis test, it was found that all (20) items of the flexibility of banking operations (FBO) were at the acceptance level, as the significance level was less than (0.05). This indicates that the items were clear to the responding sample, and therefore they fit the objective to be measured and the appropriate sample selection. As for the stability test of dimensions and variables, the Cronbach's alpha coefficient recorded values exceeding (68%), so it is considered stable and the questionnaire can be distributed again, with the same results.

3-1-2- Factor analysis of the Effective Marketing (EM) items and the stability of its dimensions.

The dependent variable, Effective Marketing (EM), is a variable composed of four dimensions: effectiveness (Y1), suitability (Y2), responsiveness (Y3), and satisfaction (Y4). It consists of (20) items, distributed into (5) items for each dimension. To determine the consistency of the responses of the research sample to the Effective Marketing (EM) items, the SMART PLS application program will be used. The significance level and saturation percentage are displayed on each arrow connected between the dimension and the item. A item that achieves a significance level of less than (5%) is considered saturated, and vice versa, and is deleted from the subsequent analysis. The results are shown Table (3). To test the stability of dimensions, the Cronbach's alpha coefficient will be extracted for each dimension and variable. If the Cronbach's alpha coefficient exceeds (0.68), the dimension or variable is considered stable. The results are shown in the table below. As follows:

Table (3) Results of confirmatory factor analysis of the effective marketing (EM) items.

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
i51 <- Y1	0.787	0.03	26.483	0.000
i52 <- Y1	0.912	0.014	63.947	0.000
i53 <- Y1	0.836	0.026	31.68	0.000
i54 <- Y1	0.844	0.024	35.428	0.000
i55 <- Y1	0.879	0.015	56.924	0.000
i56 <- Y2	0.687	0.054	12.648	0.000
i57 <- Y2	0.838	0.024	35.121	0.000
i58 <- Y2	0.782	0.033	23.891	0.000
i59 <- Y2	0.82	0.027	30.053	0.000
i60 <- Y2	0.767	0.034	22.482	0.000
i61 <- Y3	0.863	0.025	34.333	0.000
i62 <- Y3	0.843	0.027	31.279	0.000
i63 <- Y3	0.807	0.04	20.059	0.000
i64 <- Y3	0.823	0.022	37.748	0.000
i65 <- Y3	0.77	0.028	27.071	0.000
i66 <- Y4	0.8	0.087	9.233	0.000
i67 <- Y4	0.464	0.152	3.052	0.002
i68 <- Y4	0.892	0.091	9.823	0.000
i69 <- Y4	0.89	0.109	8.146	0.000
i70 <- Y4	0.82	0.108	7.618	0.000

"**Source: Prepared by the researcher**"

According to the results reflected in Table (3), in the confirmatory factor analysis test, it was found that all the paragraphs of effective marketing (EM), amounting to (20), were at the acceptance level, because the significance level is less than (0.05), and this indicates that the paragraphs are clear to the responding sample, and they belong to the objective to be measured, and the selection of the sample is appropriate. As for the test of the stability of dimensions and variables, the Cronbach's alpha coefficient recorded values exceeding (68%), so it is considered stable, and the questionnaire can be redistributed again, and the results will be the same.

3-2- Descriptive analysis of study variables

This section focuses on diagnosing the sample's response and describing it to the main and sub-variables of the study, i.e., using descriptive statistical analysis based on some descriptive statistical indicators. Some descriptive statistical indicators will be relied upon, represented by the arithmetic mean, to indicate the sample's response to the adopted variables, and the standard deviation indicator to indicate the deviation of values from their arithmetic mean. In addition, the percentages for each paragraph and each of the dimensions used to measure the variables will be determined by adopting the hypothetical mean value of (3), meaning that the achieved arithmetic mean values that are equal to or exceed the hypothetical mean value are considered an acceptable value, and otherwise, the value is considered unacceptable. Note that the five-point Likert scale was relied upon (completely agree with a weight of (5) to completely disagree with a weight of (1), as follows:

3-2-1- The variable of flexibility of banking operations:

This variable consists of four sub-dimensions, as follows:

Table (4) shows a summary of the sample members' responses to the dimensions of the

variable of flexibility of banking operations, as It appears that the four dimensions through which the variable was measured achieved a high response rate of (3.99) and a standard deviation of (0.89). The relative importance level reached (0.79), meaning that the banks surveyed took into account the content of managing the flexibility of banking operations due to the high arithmetic mean index. Therefore, bank management must strive as much as possible to maintain and further enhance the current situation. At the sub-dimension level, the "operational efficiency" dimension achieved first place among the other dimensions due to achieving the highest arithmetic mean value of (4.06), while the "ability to adapt to financial shocks" dimension achieved last place with a rate of (3.92), which is higher than the hypothetical mean value.

Table (4) Summary of statistical indicators at the dimension level for the "flexibility of banking operations" variable.

	Dimensions	arithmetic mean	standard deviation	relative importance	Arrangement
1	Flexibility in response to risks and economic variables	4.019	0.892	0.804	2
2	Ability to adapt to financial shocks	3.927	0.906	0.785	4
3	Operational efficiency	4.068	0.814	0.814	1
4	Flexibility in interaction with monetary policy tools	3.975	0.96	0.795	3
	Total dimensions of banking flexibility	3.997	0.893	0.799	

Source: "Prepared by the researcher based on SPSS V.24 outputs"

3-2-2- Effective Marketing Variable:

This variable consists of four sub-dimensions, as follows:

Table (5) shows a summary of the sample members' responses to the dimensions of the effective marketing variable. It is evident that the four dimensions through which the variable was measured achieved a weak response, with an average of (1.94) and a standard deviation of (0.94). The relative importance level reached (0.38), meaning that the banks surveyed have high effective banking marketing, as a result of the low arithmetic mean index. Therefore, bank management must strive as much as possible to maintain and further enhance the current situation. At the sub-dimension level, the "effectiveness" dimension achieved first place among the other dimensions, achieving the highest arithmetic mean value of (2.24), while "satisfaction" achieved last place with a response rate of (1.80), which is lower than the hypothetical mean value**.**

Table (5) Summary of statistical indicators at the sub-dimension level of the effective marketing variable

	Dimensions	arithmetic mean	standard deviation	relative importance	Arrangement
1	Effectiveness	2.244	1.077	0.449	1
2	Relevance	1.839	0.848	0.368	3
3	Responsiveness	1.878	0.9	0.376	2
4	Satisfaction	1.804	0.851	0.361	4
	Total dimensions of effective marketing	1.941	0.919	0.388	

Source: "Prepared by the researcher based on SPSS V.24 outputs"

3-3- Testing the Study's Hypotheses

After conducting the necessary tests to ensure the quality of the data collected, the extent of the influence between the study variables will be identified. The study aims to increase the effectiveness of effective marketing through its impact on the flexibility of

banking operations, the flexibility of banking operations, and the testing of the study's hypotheses. Three methods will be used in this test: simple and multiple regression, and path analysis. Testing is conducted using the SMART PLS program. Each hypothesis will initially test the correlation between the study's dimensions and variables. The extent to which the independent and mediating variables explain the variance in the dependent variable will then be identified. The influence coefficient between the study variables will then be estimated. Four main hypotheses were hypothesized, each of which resulted in a number of sub-hypotheses, as follows:

3-3-1- Main hypothesis:

The researcher hypothesized the existence of a significant influence of the flexibility of banking operations (FBO) on banking marketing (EM). This assumes that effective marketing (EM) is a true function of the flexibility of banking operations (FBO), and that any increase in (The mediating variable) will lead to a similar increase in (the dependent variable), and the structural equation (SEM-PLS) will be tested, and the results will be extracted through the statistical program (SMART PLS) according to (the simple regression method), as the impact coefficient (Beta) and the level of significance that appears on the arrow connected between the mediating variable to the dependent variable are estimated as shown in Figure (2) and Table (6), and as follows:

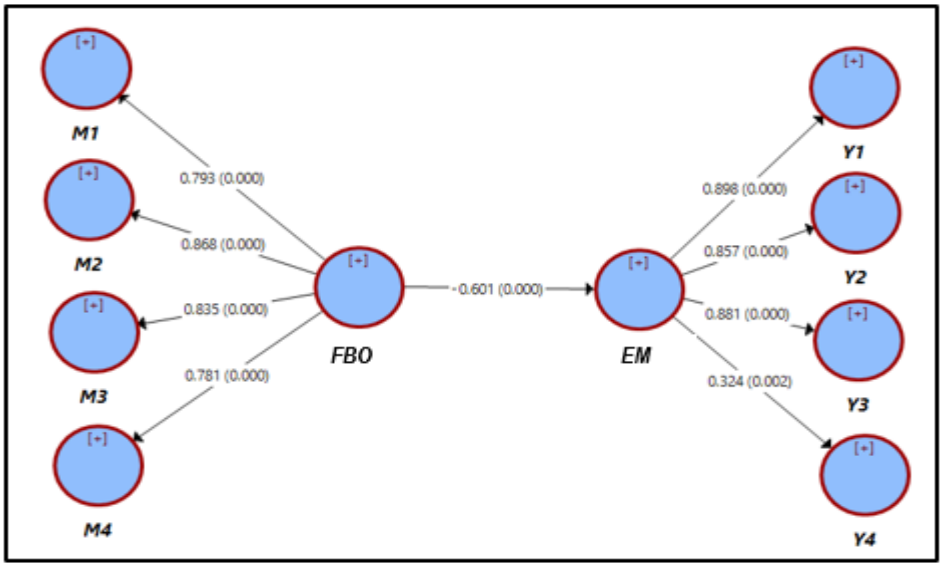

Figure (2) Results of the simple regression analysis test for the flexibility of banking operations (FBO), in effective marketing

"Source: Prepared by the researcher"

Table (6) Statistics of the impact factor test for the flexibility of banking operations (FBO), in effective marketing (EM).

	Original Sample (O)	R	Standard Deviation (STDEV)	R^2	T Statistics (|O/STDEV|)	P Values
FBO -> EM	-0.601	-0.636	0.077	0.36	-7.805	0.000

"Source: Prepared by the researcher"

According to the results of Table (6), it became clear that there is a correlation between the flexibility of banking operations (FBO) and effective marketing (EM), which

reached (0.636), which is positive and acceptable at a significance level of (0.05). It is also clear from Table (2) that the coefficient of determination (R2) reached (0.36), which indicates that the flexibility of banking operations (FBO) explains an amount of (0.36) of the variance in the variable effective marketing (EM). As for the amount of influence, Figure (49) showed that the influence coefficient reached (0.601), meaning that any increase in the variable flexibility of banking operations (FBO) will lead to an increase of (0.601) in banking marketing (EM), which is significant at a significance level of (0.05). According to these results, this hypothesis is accepted at the level of this study.

3-3-2-Sub-hypothesis Testing:

The researcher assumed the existence of a significant and negative impact relationship between the dimensions of banking operations flexibility (flexibility in response to risks and economic variables (M1), the ability to adapt to financial shocks (M2), the efficiency of operational processes (M3), and the flexibility of interaction with monetary policy tools (M4)), on effective marketing (EM). This assumes that effective marketing (EM) is a true function of the dimensions of banking operations flexibility, and that any increase in (the dimensions of the mediating variable) will lead to a similar increase in (the dependent variable). The structural equation (SEM-PLS) will be tested, and the results will be extracted through the statistical program (SMART PLS) according to (the multiple regression method), as the impact coefficient (Beta) is estimated, and the level of significance that appears on the arrow connected between the dimensions of the mediating variable to the dependent variable, as shown in Figure (3) and Table (7), and as follows:

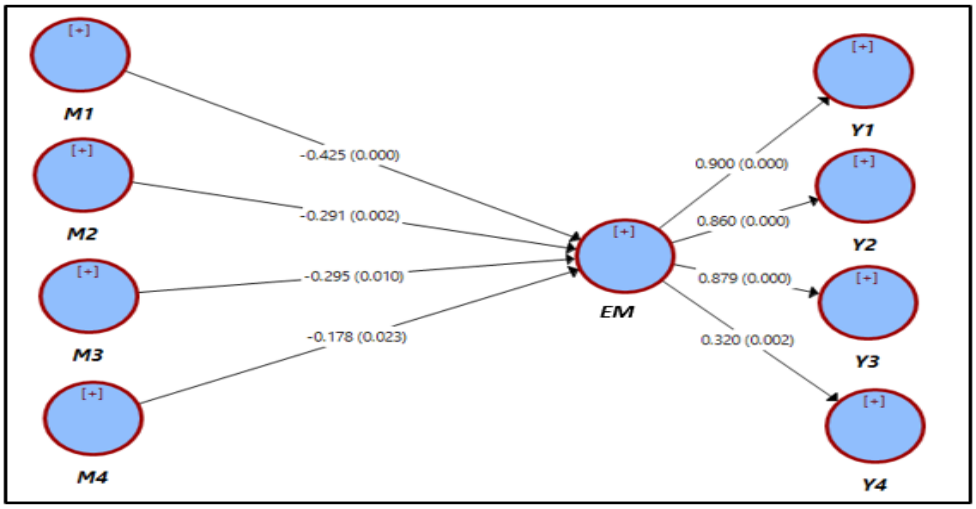

Figure (3) Results of multiple regression analysis of the dimensions of flexibility of banking operations (FBO), in effective marketing

"Source: Prepared by the researcher"

Table (44) Statistics of the impact factor test for the dimensions of and the flexibility of the operations banking in effective marketing

	Original Sample (O)	R	Standard Deviation (STDEV)	R2	T Statistics (|O/STDEV|)	P Values
M1 -> EM	-0.425	-0.399	0.098	0.39	-4.337	0.000
M2 -> EM	-0.291	-0.271	0.119		-2.445	0.002
M3 -> EM	-0.295	-0.317	0.094		-3.138	0.01
M4 -> EM	-0.178	-0.183	0.078		-2.282	0.023

"Source: Prepared by the researcher"

According to the results of Table (7), it became clear that the coefficient of determination (R2) reached (0.39), indicating that the dimensions of flexibility of banking operations (FBO) explain (0.39) of the variance in the variable of effective marketing (EM). The sub-hypotheses tested are as follows:

1-**First sub-hypothesis:** The researcher assumes the existence of a significant influence relationship between flexibility in response to risks and economic variables on effective marketing (EM). According to the results of Table (7), it is clear that there is a correlation between flexibility in response to risks and economic variables and effective marketing (EM). It reached (-0.399), which is negative and acceptable at a significance level of (0.05). As for the magnitude of the influence, Figure (50) showed that the influence coefficient reached (-0.425), meaning that any increase in flexibility in response to risks and economic variables will lead to a decrease of (0.425) in effective marketing (EM), which is significant at a significance level of (0.05). According to these results, this hypothesis is accepted at the level of this study.

2-**The second sub-hypothesis:** The researcher assumes the existence of a significant influence relationship between the ability to adapt to financial shocks and effective marketing (EM). According to the results of Table (7), it became clear that there is a correlation between the ability to adapt to financial shocks and effective marketing (EM), which reached (-0.27), which is negative and acceptable at the significance level of (0.05). As for the magnitude of the influence, Figure (50) showed that the influence coefficient reached (-0.29), meaning that any increase in the ability to adapt to financial shocks will lead to a decrease of (0.29) in effective marketing (EM), which is significant at the significance level of (0.05). According to these results, this hypothesis is accepted at the level of this study.

3-**Third Sub-Hypothesis:** The researcher assumed the existence of a significant influence relationship between the operational efficiency dimension and effective marketing (EM). According to the results of Table (7), it became clear that there is a correlation between the operational efficiency dimension and effective marketing (EM). It reached (-0.317), which is negative and acceptable at a significance level of (0.05). As for the magnitude of the influence, Figure (50) showed that the influence coefficient reached (-0.295), meaning that any increase in the operational efficiency will lead to a decrease of (0.295) in effective marketing (EM), which is significant at a significance level of (0.05). According to these results, this hypothesis is accepted at the level of this study.

4-**Fourth Sub-Hypothesis:** The researcher hypothesized the existence of a significant influence of the dimension of flexibility in interaction with monetary policy instruments on effective marketing (EM). According to the results of Table (7), it became clear that there is a correlation between flexibility in interaction with monetary policy instruments and effective marketing (EM). The correlation reached (0.00), which is positive and acceptable at a significance level of (0.05). As for the magnitude of the influence, Figure (50) showed that the influence coefficient reached (0.00), meaning that any increase in flexibility in interaction with monetary policy instruments would lead to a (0.00) increase in effective marketing (EM). This is significant at a significance level of (0.05). Based on these results, this hypothesis is accepted for the purposes of this study.

4- Conclusions and recommendations

4-1- Conclusions

This section addresses the conclusions reached by the study, derived from the data and facts revealed by statistical tests. The conclusions are:

1. The results confirm the high response of sample members to the overall banking operations resilience variable (average 3.99), indicating that the banks surveyed place great importance on managing the resilience of banking operations.

2. Resilience to Risks and Economic Variables: This dimension achieved a high response (average 4.019), demonstrating banks' good ability to adapt to and respond effectively to risks and economic variables.

3. Adaptability to Financial Shocks: Although this dimension is the lowest among the sub-dimensions (average 3.927), it is still higher than the hypothetical mean, indicating that banks have an acceptable level of resilience to financial shocks, but there is room for improvement.

4. Operational Efficiency: This dimension shows the best performance (average 4.068), indicating that the banks surveyed are highly efficient in their operations, which contributes significantly to their overall resilience.

5. Flexibility in Interacting with Monetary Policy Instruments: This dimension achieved a good response (average score of 3.975), indicating that banks have acceptable flexibility in interacting and responding to monetary policy instruments.

4-2- Recommendations

The recommendations to enhance effective marketing in the banks studied can be summarized as follows:

1. Enhancing resilience to financial shocks: Banks should invest in building robust scenarios for managing financial crises, developing business continuity plans, and training employees to deal with sudden market fluctuations.

2. Maintaining and improving operational efficiency: Since this dimension is the strongest, banks should continue to implement best operational practices, invest in modern technology, and streamline procedures to ensure continued effectiveness and efficiency.

3. Maintaining flexibility in responding to risks and economic changes: Banks should strengthen early warning systems for risks and develop rapid strategies to respond to economic changes to minimize their negative impact.

4. Improving flexibility in interacting with monetary policy instruments: Banks should deepen their understanding of monetary policy instruments and their effects, and develop rapid and effective mechanisms for adapting to changes in these policies.

5. Linking operational flexibility with effective marketing: Banks must leverage their operational flexibility and adaptability to offer innovative products and services that meet rapidly changing customer needs, enhancing their competitive advantage in the market.

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