

The Impact of Digitalization on the Marketing Mix, Leading to Customer Satisfaction and Brand Loyalty in Banks of Palestine

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ABSTRACT

Banks constitute the backbone of the modern economies, as they are the portfolios that attracts cash surplus from the market for a predetermined interest, to lend it at a higher rate that achieves profitability for the shareholders. Besides, a system of interlocking financial services that is increasingly complex to serve all segments of society. Digitalization has reshaped business competition, including the financial and banking services markets, that has put commercial banks in front of great challenges. Thus, tailoring modern solutions to attract different clients segments has become a fundamental necessity for growth and expansion.

However, rapid professional progress over the last few decades has affected the work environment, banking sector standards, and forced banks to diversify and innovate their services. Banking service delivers a solution for the client. This solution is a combination of several elements known as the marketing mix. Marketing in the digital era is different from the past, and when marketing has been reflecting the demands of a market, a new paradigm emerged by Lauterborn (1990 4'c) (customer solution, customer cost, communication, convenience) to keep pace with these giant shifts in the business world (Jarad, 2020).

This study aimed to investigate the impact of digitalization on the marketing mix of Palestinian banks. Besides, it examined the mediating role of the customer satisfaction and brand loyalty between Digitalization and the marketing mix in Palestine. The research was designed based on the quantitative approach. For collecting the data, a well-designed Google form questionnaire was distributed to more than 150

participants. The responses were analyzed via using the Statistical Package for Social Sciences (SPSS) version 22.

The study revealed a number of results such as the digitalization is crucial in enhancing the concept of brand loyalty and customer satisfaction in Palestinian banks. It also found that the marketing mix is important in increasing the perspectives of brand loyalty and customer satisfaction. Finally, the study provided different implications considering the impact of the digitalization on the marketing mix of the banks.

Keywords: Digitalization, Marketing Mix, Palestinian Banks, Customer Satisfaction, Brand Loyalty

ÖZ

Bankalar, önceden belirlenmiş bir faiz karşılığında piyasadan nakit fazlasını çeken, hissedarlar için karlılık sağlayan daha yüksek bir oranda borç veren portföyler olduklarından, modern ekonomilerin bel kemiğini oluştururlar. Ayrıca, toplumun tüm kesimlerine hizmet etmek için giderek daha karmaşık hale gelen birbirine bağlı finansal hizmetler sistemi. Dijitalleşme, ticari bankaları büyük zorluklarla karşı karşıya bırakan finans ve bankacılık hizmetleri piyasaları da dahil olmak üzere ticari rekabeti yeniden şekillendirdi. Bu nedenle, farklı müşteri segmentlerini çekmek için modern çözümleri uyarlamak, büyüme ve genişleme için temel bir gereklilik haline geldi.

Bununla birlikte, son birkaç on yılda hızlı profesyonel ilerleme, çalışma ortamını, bankacılık sektörü standartlarını etkilemiş ve bankaları hizmetlerini çeşitlendirmeye ve yenilemeye zorlamıştır. Bankacılık hizmeti müşteri için bir çözüm sunar. Bu çözüm, pazarlama karması olarak bilinen birkaç unsurun birleşimidir. Dijital çağda pazarlama geçmişten farklıdır ve pazarlama bir pazarın taleplerini yansıtırken, Lauterborn (1990 4'c) tarafından (müşteri çözümü, müşteri maliyeti, iletişim, kolaylık) ayak uydurmak için yeni bir paradigma ortaya çıkmıştır. iş dünyasındaki bu dev değişimler (Jarad, 2020).

Bu çalışma, dijitalleşmenin Filistin bankalarının pazarlama karması üzerindeki etkisini araştırmayı amaçlamıştır. Ayrıca Filistin'de dijitalleşme ve pazarlama karması arasında müşteri memnuniyeti ve marka sadakatinin aracı rolünü inceledi. Araştırma nicel yaklaşıma dayalı olarak tasarlanmıştır. Verileri toplamak için iyi tasarlanmış bir

Google formu anketi 150'den fazla katılımcıya dağıtıldı. Yanıtlar, Statistical Package for Social Sciences (SPSS) versiyon 22 kullanılarak analiz edildi.

Çalışma, Filistin bankalarında marka sadakati ve müşteri memnuniyeti kavramını geliştirmede dijitalleşmenin çok önemli olduğu gibi bir dizi sonucu ortaya çıkardı. Ayrıca, pazarlama karmasının marka sadakati ve müşteri memnuniyeti perspektiflerini artırmada önemli olduğu tespit edilmiştir. Son olarak, çalışma, dijitalleşmenin bankaların pazarlama karması üzerindeki etkisini göz önünde bulundurarak farklı çıkarımlar sağlamıştır.

Anahtar Kelimeler: Dijitalleşme, Pazarlama Karması, Filistin Bankaları, Müşteri Memnuniyeti, Marka Sadakati

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I dedicate this work to my first love, Palestine. Historical Palestine with its beautiful coast overlooking Cyprus, the charming island that adorns the Mediterranean Sea.

I dedicate all my achievements to my family, who instilled in me the value of knowledge and the meaning of sacrificing for noble targets. To my great mother, from her weakness, I derive my strength. To my dear father, who was patient with his naughty son.

To those who sincerely loved me, when I had nothing, who believed in my faiths, my dreams, my lofty purpose, and me. I appreciate them for the happiness that they gave me.

I pledge to continue this hard path to achieve the goal. In this context, I promise my people that one day we will realize our dream, which is liberating the Palestinian people from the clutches of ignorance, for liberating Palestine. Then building our free, secular, and democratic Palestinian state and its eternal capital, Al-Quds Al-Sharif.

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LIST OF ABBRIVATIONS

ATM	Automated Teller Machine
BLE	Brand Loyalty Evidence
CS	Customer Satisfaction
DG	Digitalization
LA	Level of Agreement
N	Number
SD	Standard Deviation
SEM	Search Engine Marketing
SEO	Search Engine Optimization
Sig	Significant
SMM	Social Media Marketing
WAP	Wireless Application Protocol

Chapter 1

INTRODUCTION

1.1 Introduction

In today's world, digital contrivances are continuously progressing, between 1990 and 2001, the Internet expanded at a more accelerated rate than previous generations. Therefore, telecommunications technologies have been changing the way that people communicate; conduct business, health care, and education (Kapadia, 2020).

The digitalization revolution has altered the whole markets rivalry, including in the financial and banking sectors, which has posed significant challenges to banks and financial institutions. In this context, developing new financial products and tailoring suitable and contemporary services, as well as and launching advertising strategies to attract and retain clients has become a crucial prerequisite for growth and advancement. In addition, rapid technological advancements over the last few decades have radically influenced the whole business environment, banking sector standards, and forced banks to diversify and innovate their business models. Therefore, Increase performance, boost customer response, enhance competition, and increase market share (PEPRI, 2014).

The notion of the marketing mix was presented by Neil Borden in 1953 and grew to be official after publicizing his paper labeled "The concept of the marketing mix" (Borden, 1964). Besides, McCarthy (1978) reviewed the components suggested by

Borden of the marketing mix. Therefore, he proposed the applicable and manageable concept of 4P's (product, price, distribution, promotion).

In the service-marketing context, it was obvious that the conventional marketing mix was insufficient due to some differences regarding the services sector's nature (Shamah, 2013). For this reason, marketers running in the service sector did not satisfy the needs and desires by exercising the product marketing mix elements (Helm & Gritsch, 2014).

Consequently, the distinctive characteristics of the service sector (e.g. variability, intangibility, swinging demand, inseparability, etc.). Therefore, in their investigation to satisfy the clients' needs and desires, marketing scholars and researchers have proposed extra 3Ps called 7Ps of the service marketing mix, which constitutes from physical evidence, process, and people (service providers) as well as the traditional marketing mix elements (Gronroos & Helle, 2012).

Today, banks have generated a more diversified client base due to severe competition in the banking and financial institutions, in addition to endless and various clients' demands (Bhardwaj, 2007). The need for the 7P's of marketing has grown in tandem with the growing sophistication of marketing activities in the banking sector.

Moreover, as a reflection of the digitalization revolution, there is a comprehensive and continuous review of the complete marketing components. In this context, the changes starting from the products and services development, promotional techniques, pricing policies, and distributions strategies, which allows for the detection of the marketing gaps by continuous and efficient feedback from clients, as well as work to correct the

direction of execution and ensure the optimum use of available resources (Kola & Akinyele, 2010).

In addition, Banks now are regarding digitalization as a strategic choice to achieve growth and profitability. Therefore, the banking industry is ever changing and marketers need to transform themselves and adopt suitable strategies to confront these new challenges. Of course, change brings opportunities as well as threats.

Today, as a result of the tremendous development in industrial technology, what was later known as the Fourth Industrial Revolution, according to the World Economic Forum (20016). Digitalization is the gateway to progress and continuity in the third millennium. Accordingly, digital marketing is sometimes taking itself as an alternative and complementary in other respects to the conventional marketing that we knew previously (Piñeiro-Otero & Martínez-Rolán, 2016).

Therefore, banks essential to be able to turn their services into a digital side in order to have superior quality efficiency and eligible CRM aspects. Banking activities can be digitalized and carried out quickly and safely, allowing clients to make transactions without having to access the bank's physical location. Banks are in a unique role as a result of digitalization and they can deliver a variety of financial products that can amaze and capture the hearts of their customers (Thakur et al., 2019).

1.2 Palestinian Banks Overview

The services sector contributes the most to GDP in the Palestinian Territories, accounting for 20.9 percent, while the banking sector accounts for 3.3 percent of financial intermediation operations. The Palestinian banking sector is crucial because

it is the economic driver and the most significant aspect of the Palestinian financial sector. As a result, one of the prerequisites for the Palestinian economy's self-sufficiency is the presence of a dynamic banking sector that offers a diverse range of high-quality financial services (Economic and Social Monitor, 2016).

Fourteen licensed banks are operating in the Palestinian market; three of these banks are following Al-sharia, which is Islamic law. Consequently, banking services receive remarkable attention from the decision-makers because of their paramount importance in the entire economic dynamic (PMA, 2020). According to a study by ShoreBank International and Risk Frontier Consulting (2011), there are nearly 2.4 million adults, with 1.2 million having a bank account, the bulk of which are savings accounts.

Chapter 2

GENERAL FRAMEWORK

2.1 Problem Statement

Banking services are similar in nature, the constant rise of plenty of domestic and foreign banks, which run in the same market, all provide competitive and attractive services. Therefore, these are the most important factors that make it easy for banks' customers to think about the available options and change the banks they deal with or deal with more than one bank (Singh & Arora, 2011).

Customers' demand changing and technological advancements are anticipated to have a substantial impact on the bank's capacity to manage to maintain and draw customers and investors (Chai et al., 2015). Moreover, digital banking enterprises, Fintech ventures, and non-bank startups provide direct and retail banking services that are similar to those offered by conventional banks (Lumpkin & Schich, 2020).

Besides, demographic factors, new customers have been actively engaged in the market. Generation Y or what is known as the millennial that were born between 1985 and 2000. Additionally, generation Z who were born after the year 2000. Those customers with an excellent education, smarter, and sophisticated, have different expectations, preferences, and means of attraction. In addition, those clients are considered the largest user of banks' services applications, which makes it imperative

for banks to adopt omnichannel communication strategies with different age groups (Klein, 2020).

The revolution in communication technology reshapes the whole banking industry. Consequently, shifting to E-banking. That became the beating heart of this industry, aiming to attract and maintain customers. E-banking strengths lie in maintaining privacy, security, and availability at all times, as well as the lowest cost for customers and banks (Angelakopoulos & Mihiotis, 2011). In this context, Abdelhedi and Zouari (2021) indicated that digitalization is the most crucial factor affecting the quality of service provided in Islamic banks, thus achieving customer satisfaction.

Hence, the research pursues to explore the effect of digitalization on the marketing mix of banks operating in Palestine and the extent of achieving customer satisfaction and brand loyalty.

2.2 Importance of the Study

Nowadays, in light of a rapidly evolving environment, that has a significant influence on the marketing strategies of all industries and at its heart of the banking industry, from intense competition and contemporary digital marketing trends, this has led to the emergence of a different generation who are looking for highest convenience. Thus, it is imperative that banks provide contemporary marketing solutions and detailing digital marketing mix that achieves customer satisfaction and ensures their loyalty to the bank.

This research will provide accurate insights into the extent of digitalization's impact on the marketing mix, thus providing a platform upon which Palestinian banks can

build in designing their marketing mix as well as a link for academics and researchers to study the extent of the impact of Digitalization on the Palestinian banking sector.

2.3 Study Objectives

The main objective of this study is to determine the area of digitalization. Besides, its impact on the marketing solutions of the Palestinian banks leading to achieve customer satisfaction and brand loyalty.

2.3.1 Specific Objectives

Under the umbrella of the broad objective, the specific objectives of this study are:

1. Determine the extent of the impact of Digitalization on the banking marketing mix in Palestinian banks.
2. Determine the role of digitalization in achieving customer satisfaction and brand loyalty.
3. Examine the mediating role of customer satisfaction and brand loyalty between digitalization and the marketing mix in Palestine.

2.4 Study Questions

This study will take into account the following research questions:

1. To what extent does digitalization affect the banking service quality in Palestinian banks?
2. To what extent does digitalization affect the pricing policies in Palestinian banks?
3. To what extent does digitalization affect the distribution strategies in Palestinian banks?
4. To what extent does digitalization affect the promotion strategies in Palestinian banks?
5. To what extent does digitalization affect the employees' practices in Palestinian banks?

6. To what extent does digitalization affect the banking process in Palestinian banks?
7. To what extent does digitalization affect the physical evidence in Palestinian banks?
8. Does digitalization affect customer satisfaction and brand loyalty in Palestinian banks?
9. Does marketing mix have a mediating role between digitalization and customer satisfaction in Palestinian banks?
10. Does marketing mix have a mediating role between digitalization and brand loyalty in Palestinian banks?
11. Does customer satisfaction have positively effect on the brand loyalty in Palestinian banks?

Chapter 3

LITERATURE REVIEW

3.1 Introduction

Chapter 2 provides an extended display of all concepts and elements that the study investigates, according to a critical literature review based on the methodology of scientific research.

3.2 Marketing Mix

The marketing mix is a framework for developing and executing a marketing strategy. The standard marketing mix model employs ingredients to achieve both corporate and customer objectives. Product, pricing, place, and promotion are the four aspects of the marketing mix; sometimes known as the 4Ps. E. Jerome McCarthy introduced the marketing mix ingredients in 1960, made this approach helpful in all types of marketing studies. Later on, he taught both practitioners and academics about marketing. Almost everyone in the business field has heard of the term and knows what it means.

The service marketing mix is a vital technique that contributes to marketing strategies and the entire business's success. Researchers added another three elements to match the changes in the services market; these elements are the physical evidence, people, and process. All seven components are used to influence clients' purchasing decisions.

3.2.1 Service Quality

A business's core offering determined by it is product or service. According to Kotler and Armstrong (2013), represent a product is something tangible or intangible that sold for a pay to consume or use to meet the needs and desires of consumers. Further, service defined as a bunch of features and benefits developed for a particular purpose and for the special target segment (Taherdoost et al., 2014). In this context, in the banking sector, products considered as a bundle of accounts such as saving and current accounts, investments deposits, loans, and insurance.

Banks clients are looking for values and incentives. Therefore, all management in the banking industry must strive to fulfill them (Mohammad, 2015). In his banking field research, Rathod (2016) revealed that banks that tailor their customers' personalized products/services in a creative manner are more competitive are able to achieve the bank's goals. Moreover, in the complicated, high-risk, and ever changing of the present financial services industry, having a trustworthy service provider that aims to address value-added services is crucial (Tellis, 2013). The basic characteristic of value-added services is that these features included within the service itself, therefore, banks must continually improve their service quality.

Besides, enhancing service quality is one of the actions that have been adopted in attracting customers and winning the banking sector's market. According to research done by Astuti and Respati (2015), it has been determined that service quality has a significant positive impact on consumer satisfaction. In addition to the quality of the services increases, customer satisfaction would improve as well. Based on the research

conducted by Oktarini et al (2017), they realized that consumer satisfaction is significantly influenced by service efficiency.

3.2.2 Price

Price expresses the critical relationship between banks and customers and is of utmost importance when determining the decision for the clients; it includes fees, bank charges, and interest rates (Gerrard & Cunningham, 2004) Moreover, pricing strategies consider as a vital component of the marketing offer (Shanker, 2002). Therefore, clients will automatically seek out alternative banks or financial service suppliers if premiums are not affordable, fair, and competitive (Colgate & Hedge, 2001; Nguyen, 2013).

According to Zeithaml et al (2008), a client's considerable time and resources expended in addition to money when determining if service in a certain bank is worthwhile. In this context, customers will seek out service providers who pledge to deliver quality products/services at a lower cost if the money invested is not worth the time and effort (Valenzuela, 2010). Moreover, customers became less loyal as they become more price-conscious because of dynamic market conditions. (Clemes et al., 2010). Another research done by Gupta and Dev, (2012), confirmed that customer interest, satisfaction, loyalty, and retention have influenced by pricing policies. In the era of digitization, it is worth noting the efforts made by banks in pricing services, and distinguishing between the traditional services provided in the branches from electronic services through mobile applications, as digital services seem to be cheaper and more favorable for several categories of banks' clients (Cajetan, 2018).

3.2.3 Place (Distribution)

In order to deliver competitive services to consumers, banks usually opt for direct delivery and reach out to them through their branches and offices. However, in the last thirty years, as modern information and communication systems have become more widely used in the banking industry, the digital services offered by banks to their customers have diversified and improved (Brodie et al., 2013).

Banks adopted electronic multi-channel delivery strategies as self-service digital opportunities grew (Hung et al., 2012; Purcarea et al., 2013). Both domestic and foreign banks are transitioning to technology-based delivery platforms to improve customer experience, attract new clients, and support their success in the banking sector (Wirtz & Lovelock, 2016).

In the modern banking sector, clients can choose different distribution channels (Oppewal & Vriens, 2000). The physical location of the bank branch, opening time navigates between branches, parking, and ATM availability has become accessible (Gupta & Dev, 2012). With the advancement of technology and the effects of digitalization in recent years, sales points (POS-Point of Sales), call centers, WAP (Wireless Application Protocol) banking, and webpages have started to be used actively by clients (Tolon, 2004).

Moreover, all digital advancements and shifts in customer need made the clients' desire to obtain banking service in the traditional branch less important, as the same service became available 24/7, saving time and effort and less cost (Cajetan, 2018).

3.2.4 Promotion

Promotion is a consistent and integrated collection of systematic activities that target a specific category of customers in order to motivate them to buy products or use services. Therefore, these activities are based on an attractive and charming offer of the merits of the product or service and create full awareness of it (Muhammad et al., 2019).

Moreover, the success of any promotional process is completely associated with the success of communicating with customers. In this context, communication is the transmission of messages from the sender to the receiver through a specific means. In addition, according to Kotler et al (2017), the promotional mix consists of a varied package of advertising, personal selling, public relations (PR), sales promotion, and online marketing techniques.

Recently, digitalized promotional efforts have surfaced. In this context, the abundance of mobiles and computers among banking clients makes it a platform for promoting banking products and services. As well as an effective means of carrying out services. Therefore, banks utilize advertisements directed to target groups of customers through websites, Google engines, and social media platforms such as Facebook, Instagram, and Twitter. Digitalization performed the promotion boost the accuracy of targeting desired groups, the breadth of its spread, its more affordable price compared to the conventional medians, in addition to the application of artificial intelligence (AI) in promotion processes makes the organization more effective (Pong & Chin, 2020).

3.2.5 Physical Evidence

Physical evidence refers to the material environment in which the services are provided and the products created. Therefore, it supports the exchange of values and promotes the processes to achieve the goals of the party's involved (Saupi et al., 2019). Namasivayam and Lin (2008) pointed to the importance of the physical environment. Particularly for companies that provide services, the most important of which is the availability of the hospitality suite, which makes the experience of obtaining the service desirable for clients, thus, more sales and repeats dealing with the organization.

The physical environment is a broad concept that extends from the buildings to which clients come to receive the service, including parking, furniture and offices, equipment, and safety and security precautions (Huang et al., 2019). In addition, a study done by Nouri and Soltani (2015) indicated that excellent physical evidence presents a positive influence on clients' impressions and increases their awareness of service quality.

Banks are the tops of service businesses that provide solutions to various market segments, which consider physical evidence seriously. Besides, the priorities of the physical environment are constantly changing according to technological and professional developments. Moreover, during this era that is rapidly seeking digitalization, the availability of a high-quality digital environment is one of the top priorities of the management Banks, such as free Wi-Fi, banking apps, and well-distributed ATMs (Cajetan, 2018).

3.2.6 People

People, this significant element of the marketing mix refers to all banking individuals, who interact directly or indirectly with clients, for providing appropriate service or financial solutions to achieve the bank's goals in a manner that delivers value that satisfies the entire customers' expectation (Rashid et al., 2019).

Besides, the success of organizations essentially depends heavily on service providers (Sabir et al., 2019). Since inseparability means the service itself cannot be separated from the service provider. Consequently, employees' skills, experiences, the extent of their knowledge of all service details, and the professional training on the use of digital devices, whether to provide the service or to train clients to use it, leads to enhance the efficiency and quality of service (Mohammad, 2015).

Samar Rahi et al (2017), pointed out that successful companies acquire a unique competitive advantage, which is hard to obtain or emulate, by attracting qualified employees, in addition to training them professionally. In this context, training exceeds marketing and managerial skills, it includes how to build long-term relationships with clients, develop and maintain relationships in a way that deserves both parties' interests. In research done by Santos et al (2020), indicated that digitalization has a clear and positive impact on the engagement of banks' employees while providing service to customers. In addition, digitalization has become a platform to provide services efficiently and operating several tasks simultaneously with high quality. As well as ensuring effective communication with their managers, participation in decision-making, and rapid and accurate data exchange.

3.2.7 Process

The process is a set of operations and steps that the organization undertakes to deliver the services to clients. It considers as the heart of the services organizations to achieve their goals, as well as satisfying the customer's needs (Nouri & Soltani, 2015). In this context, Ogiemwonyi (2020) argues that the process runs in a systematic and integrated approach. Therefore, be presented to clients in a modernist form that exceeds the client's expectations and ensures their uniqueness.

As a result of technological advancement and intense competition in the banking sector, banks have worked to boost their efficiency in implementing services to ensure their quality and diminish their costs simultaneously. However, customers have become more demanding, sophisticated of their needs, and have financial alternatives.

Consequently, the processes digitalization considers as worthwhile. Furthermore, banks must invest in digitalization and restructuring their operations digitally to make them competent in reaching the objects of all stakeholders (Pekovic & Rolland, 2016).

3.3 Digitalization

In today's world, Digitalization considers the fastest growing trend, as well as at the heart of advancement in the financial and business sector. Further, organizations struggle to catch up with the modernization to restructure their business models to fit with the digital revolution that ever changing (Leviäkangas, 2016; Parviainen et al., 2017).

Besides, being digitalized carries enormous benefits to all different forms of organizations (e.g., government, business, charitable). Nevertheless, digitalization

requires pumping financial investments generously to cover transformation expenses, as well as ensuring more effort to reach the appropriate level (Ahmad, 2019). In this context, Hagberg et al (2016) define digitalization as the organized and systematic shifting from "analog" to "digital" and the invention of new values that facilitate human life (e.g., convenience, obtainability, and lucidity). Moreover, Clerck (2017) indicated that digitalization is the optimal utilization of state-of-the-art technology to achieve the organization's goals, which involves increasing growth, profits, and market share. Thus, improving the business environment through the digitalization of database processes.

In addition, Lenka et al (2017) argue based on the industrial engineering perspective, digitalization is the revolution of interconnected smart machines automatically based on the outcomes of modern technology and digital data. Furthermore, Crittenden et al (2019) pointed that Digitalization is creating new patterns for effective interaction connecting the organization and its stakeholders.

To summarize, it is undoubted that Digitalization has made radical changes for all lifestyles. Therefore, organizations are no longer at liberty to respond to these changes. They should fight to adapt their structures, business models, products and services, and train their employees to keep pace with the most advanced digital technologies.

3.3.1 Bank Digitalization

In recent years, the banking industry has been dramatically transformed via automated operations, a reflection of the digital revolution effects. In this context, digital banking has evolved to dominate how banking activities perform such as money management,

transfers, loan process, ATM services, accounts management, bill paying, and almost all financial services (Don, 2016).

Digital banking is the means of digitalizing all banking operations, transactions, and services that were formerly only open to clients within physical banks' branches (Howcroft et al., 2002). Moreover, according to Moghni et al (2020), digital banking refers to an expanded variety of technological banks' procedures and online services, which presents directly to clients, without any human interactions, through automated machines such as ATMs, the newest technological devices like mobile phones, computers, and tablets, as well as the internet networks and related applications.

In this context, banks have been excited to welcome and adopt digital banking operations and services for several factors, such as convenient access to the Internet, a growing number of Internet users, cost-efficiency, comfort, availability, and profitability.

In North London, Barclays placed the first Automated Teller Machine (ATM), which considered a great step toward bank digitalization. Steadily, in 1995, Wells Fargo & Company, Visa, and MasterCard brought the benefits of Internet banking to its clients. At that time, they deemed that the financial corporates leaders in the notable shifting toward digitalization as a result of technological advancements that have enabled users to use electronic tools to access their numerous services (Amanda et al., 2018, Huchzermeier & Heyden, 2007).

From a marketing perspective, customer satisfaction has been enhanced via online services, as it perceives more expeditious, affordable, available, and effective (Bauer

& Hein 2006). Moreover, Alam et al (2007) pointed that bank clients judge digital banking as a convenient service, which extends their loyalty to those financial business providers that adopt digital services.

Banking digitalization has touched all the joints of financial institutions. However, these influences vary according to the pace of these institutions' response to the digitalization trend. Therefore, on the level of financial solutions provided by banks and other financial institutions, thus, changing the marketing mix with these ever-changing technological advances. For example, the change in the nature and procedures of the services provided, which had been shifted to online services.

Therefore, reduced the cost structure and consequently affected the pricing policy, especially with the presence of non-traditional competitors, such as E-payment medians and Bear-to-Bear lending. Consequently, reduces costs and offers many free online-based services, In this context, the promotion of digitized services differs from traditional services, as the trend is towards modern promotion techniques such as search engines, social media platforms, and mobile applications. In addition, because the services have become digitalized, the need to visit banks' branches and their locations has become less priority. Therefore, the role of the employees becomes different towards training customers to activate those services, as well as the digital-physical environment, becomes of the utmost importance (Lipton, 2016).

3.3.2 Digital Marketing

Digital marketing is a systematic, interrelated, integrated set of marketing activities, which aims to achieve the organization's goals by satisfying the customers' needs. In this regard, digital marketing succeeds in effectively exploiting the outputs of the

digital revolution and Internet mediums such as social media, mobile applications, search engines, and electronic devices.

In this context, Chaffey and Smith (2013) define E marketing as the creative usage of technology in marketing practices by satisfying the needs of customers and raising their level of awareness in order to achieve the organization's interests in terms of growth, continuity, and profitability. In addition, both Akshaya and Rungta (2016) reinforce the argument that digital marketing in short is utilizing cutting-edge technology in marketing. Besides, in the era of technology, in the middle of the fourth industrial revolution, and in a world that is steadily shifting towards the Internet of things, digital marketing has dominated the world of finance and business, as a result, strategies became more effective, accurate, and quick. Moreover, Akshaya and Rungta (2016) add that digital marketing assists corporations in better analyzing and managing data for advertising campaigns. Therefore, enhancing them with immediate feedback reflects the achievements of the strategy, which helps its success.

3.3.3 Forms of Digital Marketing

Numerous forms of digital marketing have been experimented; the following are some of them.

3.3.3.1 Internet Marketing

The Internet known as a widespread chain and network of interconnected data networks that span the globe. It's a web built up of billions of personal, state, educated, business, industrial, and security networks. Moreover, the Internet is the most comprehensive reference of intelligence and knowledge of humanity has ever had, due to the revolution of innovations. Therefore, it has become the primary source of data collection and information communication (Grubor & Jakša, 2018). In this context,

according to Kotler and Keller, (2007), the marketing term is perceived as the diverse and overlapping set of "social processes". That takes place for the exchange of benefits and values between organizations and individuals. Therefore, satisfy the target audience's needs and desires in exchange for a return that achieves the organization's goals.

Consequently, internet marketing is acknowledged as utilizing the abundance of information, in addition to ease of communication provided by the Internet networks for marketing objectives, through identifying the needs and desires of customers to meet these requirements and satisfying way, as well as ensuring communication channels between the organization and customers in both directions. To illustrate, that has happened via commercial advertisements by the organizations and feedbacks from consumers, Internet marketing also known as online marketing, web marketing, network marketing.

3.3.3.2 Search Engine Optimization

SEO known as simply adjusting and enriching the content of the organization's website, to make it appears automatically on Google, Yahoo, Bing, and other search engines' search results, as the first results. In this context, Google's algorithms are updated constantly to ensure that only the most related results are presented. As a result, there is no question that organizations should increase their investment in search engine optimization services (Rayhan, 2014).

3.3.3.3 Search Engine Marketing

Search Engine Marketing (SEM) recognizes as a multi-pronged approach to push traffic to the organization's website, in exchange for a fee, according to the required priority of the search result. Moreover, there are several modes of search engine

marketing, which organizations choose depending on their objectives, for instance, pay-per-click style (PPC), per-click-advertising (PPC) style, or cost-per-thousand-impressions (CPM) style. In this context, according to Öztürk and Göral, (2020), organizations should employ SEM techniques in a constant and long-range way to promote their web pages. Therefore, organizations will be able to gain better scores on search engine results pages and a higher number of prospective clients browsing their websites as a result of this.

3.3.3.4 Social Media Marketing

Social Media Marketing (SMM) is recognized as a web-based marketing platform that allows organizations to contemporary, appropriately, and dynamically communicate their advantages, value-added, and privileges to their target segments in an accessible and accurate manner (Akar et al., 2011; Tuten, 2008). In this regard, Aral et al (2013) indicated that the way we connect, interact, learn, understand, and purchase is profoundly remodeling as a result of the social media leapfrog. Therefore, the social media has numerous advantages and opportunities that make it a crucial, indispensable, and inevitable component of any marketing campaign (Barnes, 2010).

Accordingly, marketers are pursuing to exploit all advantages of these platforms to improve and survive customer relationships, build brand loyalty, and grow the market share (Naylor et al., 2012). Moreover, in a study by Thaker et al (2020), results showed that there is a statistically significant relationship between banks' advertisements through social media on the decision to deal with Islamic banks in Malaysia.

On the contrary, an investigation done by Vejačka (2017), presented that banks' advertisements on social media platforms have a low level of influence on the decision

of the Slovak clients to deal with the banks and obtain its services, In comparison to the traditional means, such as recommendations and word of mouth, as well as competitive prices for services.

3.3.3.5 Mobile Marketing

Mobile banking has become the most prevalent among various classes of users. Because of its versatility, availability, and ease of use. Besides, Mobile banking offers online payment, account management, as well as navigation among a variety of services. Therefore, banks are working hard to advance their banking services through mobile applications according to their plans for digital transformation. In this regard, banks are encouraging customers to use mobile applications by exempting or reducing services' fees (Cleveland, 2016). In addition, Shaikh and Karjaluoto (2016) according to the study, in Finland, there is a clear connection between banking services via mobile applications and clients' satisfaction.

3.4 Customer Satisfaction

Digital advancements are proliferating in all aspects of the world, including banking and financial institutions. In this context, customers' lifestyles and their consumption patterns are transforming because of recent technological innovations, which have a significant effect on the dynamics of the business-customer relationship. Moreover, that is attributed to the changing aspirations and expectations of present's tech-savvy millennial customers, who want their financial institutions to provide them with cutting-edge digital solutions (Sreejesh et al., 2016).

Moreover, customer satisfaction characterizes as a metric that defines how well a company's goods or services match the expectations of its customers. If the customer satisfaction level is high, that leads to repurchasing, positive word of mouth,

recommendation, and strong brand loyalty (Naveed et al., 2013). Therefore, organizations in various sectors always constantly measure and determine their level of customer satisfaction. In addition, they exert much effort to identify the gap between their products and services and their customers' perception to reconcile between them. In this context, all business and financial fields recognize that customer satisfaction has a significant role in their success and achieving their goals (Bindu & Naveen, 2020).

In this regard, Zouari and Abdelhedi (2021) found that digitalization, trust, and human skills all have a positive and crucial influence on consumer satisfaction. Additionally, they advised businesses to keep digitalizing their customer services, as well as modernize customers' experience. In addition, according to Iriqat and Jaradat (2020), they investigated the extent to which the latest effects of digital transformation strategies in the Palestinian telecommunication sector. Therefore, they found that the Palestinian customers' satisfaction has been positively and significantly influenced by conversion toward digitalization.

3.5 Brand Loyalty

The importance of brand loyalty has been determined as a fundamental principle in marketing studies and strategies for the past forty years. Moreover, it is regarded as a central determinant in the advancement, preservation, and promotion of brand equity (Aaker, 1991). In this context, the classical evidence of the importance of brand loyalty to all businesses and financial institutions is that loyal clients are less interested during the decision-making process. Therefore, the process of buying and repeating the purchase becomes a routine of the same brand as long as it satisfies the needs and desires of its customers (Rundle-Theile & Bennet, 2001).

The implication of brand loyalty is extra significant in the services field, comparing to the products sector. Particularly for the organizations that offer a stereotyping service with few variations while runs in an intensely competitive market, such as the banking and telecommunication business (Santouridis & Trivellas, 2010).

According to the study done by Suthar et al (2014), it investigated the telecommunication services sector in India. They realized that brand loyalty and the standard marketing mix have a statistically significant beneficial association (service, price, promotion, and place).

Moreover, according to Baig et al (2020), to achieve and advance the level of brand loyalty, organizations should carefully analyze the needs and desires of their target segment. Besides, they identified a definite connection between brand loyalty and the integrated marketing mix that is positive and significant that is tailored, in a way that creates a solution to the customer's problem and satisfies his needs.

In addition, a study by Ahmed et al (2016) confirmed the pivotal role of digital media in creating, developing, and maintaining brand loyalty as the digital transformation gains the confidence of customers, thus, the willingness to deal with the organization. The study adds. At present, digital media awards considerable performance in the optimal use of resources and cost-effectiveness, creating awareness, which arouses desires that develops into two-way communication between customers and the organization through digital media that leads to the purchase decision.

In deep research regarding building customer loyalty in Swedish digital banks, Larsson and Viitaoja (2016) argue for the fundamental role of digitalization in enhancing bank-

client relationships. Besides, digital banks have had a high level of loyalty to their customers. Moreover, Srinivasan et al (2002) developed what is known as the E-customer loyalty model. Further, the model identifies eight master pillars of achieving loyalty in an Internet-based world (Srinivasan et al., 2002).

First, customization actualizes close customer-company relationships, through the availability of all banking services around the clock. Therefore, customers feel uniqueness and independence. Second, contact interactivity, interactive communication via mobile applications and easy-to-use websites, and the possibility of providing direct support by the technician. Third, cultivation expresses the extent of providing adequate information to the client to assist him in his decisions. Fourth, care states the degree to which the organization embraces its clients, providing appropriate solutions, and helping them to gain the suitable choice. Fifth, community displays the digital virtual environment in which the customer communicates with the organization, provides service, and exchanges opinions. Sixth, choice means the variety and availability of the fittest and detailed services to clients. Seventh, convenience represents the ease of use, quality of performance, and speed of electronic media. Finally, character denotes the attractiveness and creativity of digital medians. Character shapes awareness of that organization through colors, symbols, and slogans. Therefore, the character grants the organization its unique personality (Srinivasan et al., 2002).

Chapter 4

RESEARCH METHODOLOGY

The research targets to study the effect of Digitalization on the marketing mix, leading to customer satisfaction and brand loyalty in banks of Palestine. To achieve this goal, the research will adopt a quantitative approach to test hypotheses, then to answer the research questions.

4.1 Research Design

The research purposes to study the effect of digitalization on the marketing mix, leading to customer satisfaction and brand loyalty in banks of Palestine. To achieve this goal, the research adopted a quantitative approach to test hypotheses, then to answering the research questions.

Research design defines as a structure or strategy of how the researcher decides to respond to the formulated research problem and systematically answer the research question (Akhtar, 2016). Therefore, the positivism paradigm applied in this research, which performs law-like generalizations based on measurable social fact (Saunders et al., 2016); it enables data quantification as well as statistical and scientific analysis. It allows testing hypotheses and the causal relationship between the variables by using quantitative techniques (Golafshani, 2003).

This research structured quantitatively by using a survey design. Sekaran and Bougi (2016) indicated that the quantitative research is regarded as more suitable to apply.

Besides, they argue that the sampling approach, which entails getting respondents based on their ability to give requested data in order to examine a particular phenomenon.

In this context, according to Ponto (2015) survey is a systematic process of collecting data from a random sample through their answers to specific and previously studied questions. Therefore, these data converted into useful information, which answers the research questions. Moreover, if compared to other approaches such as the observation and interviews, surveys are considered the best available source of primary data collection in the field of social, managerial, and behavioral research (Sekaran, 2003).

To accomplish the Study Objectives, a well-designed Google form questionnaire and conducted to gather data using an online interviewing system using a "monkey survey" website that enables participants to access the survey questionnaire via a link. Besides, distributing online questionnaires through social media platforms. Evans and Mathur (2005) mentioned that online questionnaire if performed correctly, would offer many benefits over other traditional types of surveys.

The duration of the questionnaire filling designed to be between 10 and 15 minutes so that respondents will not feel tired or dull when answering questions. Furthermore, the questions were displayed in such a way that the respondent was only be able to select one answer that accurately shows her/his true beliefs. Besides, the questions were not expressed in such a way that many answers are possible. Therefore, all questions were closed-ended and answered on a Likert scale.

The Study Objectives, questions, and problem statement developed based on a systematic review of the relevant literature regarding bank marketing and digitalization. Next, the research established a conceptual framework and relevant hypotheses. Moreover, the variables' measurements modified from reliable, legitimate, and modern references. Furthermore, specialists in the field of academics, digital marketing, and banking will verify the measurement and a pilot questionnaire completed.

4.2 Scale of the Study Attributes

The questionnaire has been applied a the Likert scale is a five-point scale to assess the accepted levels of the various questions attached to the research depending on the critical literature review, the research's questions, and objectives.

The scale used for each variable chosen was started from strongly agree, agree, natural, disagree, and strongly disagree as in Table 1. According to Joshi et al (2015), in social science field, the Likert scale considered as one of the most basic and widely used psychometric instruments.

Table 1: The standard weight of the ladder of the research sample replies as reported by the Likert five-scale

Answer	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Standard Weight	1	2	3	4	5

To acknowledge the research questions, the investigator determined three levels (high, medium, and low) depending on the next equation to assess the level of acceptance and contrast it to the arithmetic means:

Duration = (upper limit of degree - minimum grade) / number of levels.

(5-1) $/3=4/3=1.33$ levels are as follows:

Table 2: A scale for measuring the degree of arithmetic mean appropriateness

Mean	1-less than 2.34	2.34-less than 3.68	3.68-5
Rating	Low	Medium	High

4.3 Population and Sample

Data collection is the most crucial step of any research project because it helps researchers better understanding the research context (Bernard, 2002). Moreover, since the community of interest typically consists of a large group of people for research experiments, sampling is a crucial method for that research. Furthermore, an acceptable sample must represent the population statistically and be sufficient to achieve the Study Objectives (Browner et al., 1998).

The optimal sample size is determined by several considerations, one of which is the impact of size (Ataş & Altunay, 2011). Moreover, according to Bagozzi and Yi (2012), it is better to have a sample size of over 200 so it would be more reliable. In this context, Saunders et al (2016) indicated that with a medium size population (ten thousand); a sample size of at least 150 people would be acceptable at a 95 per cent confidence level.

This research will target a broad sample community of Palestinian banks' clients; will distribute more than 500 electronic questionnaires. In this context, the total number of the Palestinian population at the end of 2016 was 4.8 million, of whom between 15-25 years constitute 21% while 31% are aged 25-54. Therefore, with about 61 percent of the population under the age of 25 and 90 percent under the age of 55, Palestine is a young nation.

The adoption of digital financial services by this young population has much potential. Moreover, in Palestine, 78 percent of mobile penetration and rising, there is a growing potential demand for e-wallet services (International Finance corporation, 2017). Consequently, the banked population in Palestine is 1,235,310, which constitutes 44.25% of the entire adult population. In this regard, 60.4 percent of the banked clients are male, in comparison to 39.6% who are female (PMA, 2020).

The study will target a variety of those employees to study the impact of digitalization on the marketing mix (Banking solutions for clients) and their impact on gaining customer loyalty and satisfaction.

4.4 Data Collection Methods

Required data for this research collected from two sources. First, the primary data based on a questionnaire that developed depending on the literature review and experts from the practical and academic fields. Second, secondary data gathered from a literature review of several kinds of research conducted for similar purposes from refereed academic journals. Moreover, all publicly accessible governmental statistics and especially Palestinian monetary authority.

4.5 Reliability Evaluation

The Cronbach's Alpha coefficient test was utilized to demonstrate the consistency of the research instrument. The investigator confirmed that the internal consistency of the questionnaire's articles was the most commonly employed criterion to attain this goal.

Table 3: Cronbach's Alpha search variable parameters

Variable		Cronbach's Alpha
Digitalization		0.836
Marketing mix	Service Quality	0.867
	Promotion	0.854

	Pricing	0.843
	Place (Distribution)	0.743
	People (Banks' employees)	0.798
	Process	0.808
	Physical Evidence	0.765
	Total	0.959
	Customer Satisfaction	0.849
	Brand Loyalty	0.818

The results appeared according to Table 3, whereby the Cronbach coefficient showed of Digitalization variable, a good percentage, as it exceeded (0.70). In addition, the results appeared according to Table 3, whereby the Cronbach coefficient showed of all elements of marketing mix variable: service quality, promotion, pricing, place (distribution), people (banks' employees), process, and physical evidence, a good percentage, as it exceeded (0.70). Moreover, the results appeared according to Table 3, whereby the Cronbach coefficient showed of Customer Satisfaction variable, a good percentage, as it exceeded (0.70). In addition, the results appeared according to Table 3, whereby the Cronbach coefficient showed of Brand Loyalty variable, a good percentage, as it exceeded (0.70). Therefore, the research found that the stability coefficients of the study items and variables exceed (0.70), thus, the stability of the study tool indicates its ability to achieve the goals for which it was set. To verify the validity of the study tool, and its ability to represent the objectives for which it was set. In this context, the study tool (questionnaire) presented for many of the faculty members and referees from Eastern Mediterranean University, who are associated with the business science to verify the validity the questionnaire, and who responded with more than 85% agreement on the ability of the tool to achieve the purpose than using it.

4.6 Data Analysis Techniques

A questionnaire has been used to collect data, which then analyzed by using the Statistical Package for Social Sciences (SPSS) version 22. In this context, to facilitate a clear interpretation of the different results and to explain the results to be collected, a number of statistical methods and tests have used in order to describe the variables and test hypotheses studying.

4.6.1 The Statistical Tests and Methods Used in Analyzing the Study's Data

1. Testing the stability of the study instrument using the Cronbach Alpha: in order to ensure the stability of the study management and to achieve the purpose for which it was established.
2. Descriptive analysis (frequency and percentages) of the research sample's demographic features.
3. Descriptive analysis of the variables and items of the study by finding (the mean - standard deviation - rank - level of agreement) in to answer the research questions.
4. The normal distribution test for the research data: By utilizing the (Kolmogorov-Smirnov) Test, for verifying that there are no statistical problems in the study data that may negatively affect the testing of the study hypotheses, such as not adopting the normal distribution of the data, which may lead to the inability to interpret the case or predict it.
5. Correlation Coefficients Pearson test which indicates through its value that there is a linear relationship between the variables of the independent study and the dependent variable, as well as the strength of the linear relationship between each pair of variables, whether the effect is negative or positive.

6. Simple and Multiple Linear Regression Analysis: Simple regression is a statistical test method to verify the association between a continuous dependent variable and a single independent variable. Multiple linear regression is a method used to verify the correlation between one dependent variable and the dimensions of the independent variable or several independent variables (Hair, 2016).
7. Multiple linear regression analysis according to Baron and Kenny) model. Three regression equations are involved in this model (three conditions) if they are fulfilled, resulting in that the mediating variable mediates the relationship between the independent variable and the dependent variable, with the probability of partial or total mediation, and the conditions are (Baron & Kenny, 1986):
 - The mediating variable is influenced by the independent variable (first regression equation).
 - The total effect is how the independent variable influences the dependent variable (second regression equation).
 - The so-called direct effect occurs when the mediating variable influences the dependent variable while the independent variable is present (third regression equation).

4.7 Research Model

Based on the literature review of a variety of refereed journals, the research suggests the following model depending on four main elements accompanying the digital transformation in Palestinian banks. These elements are digitalization, marketing mix, customer satisfaction, and brand loyalty. Hence, the scientific model constitutes an attempt to deep understand the relationships between the variables, by visualizing

these relationships. Therefore, they are acceptable in the scientific and academic community (Seppänen & Mäkinen, 2009).

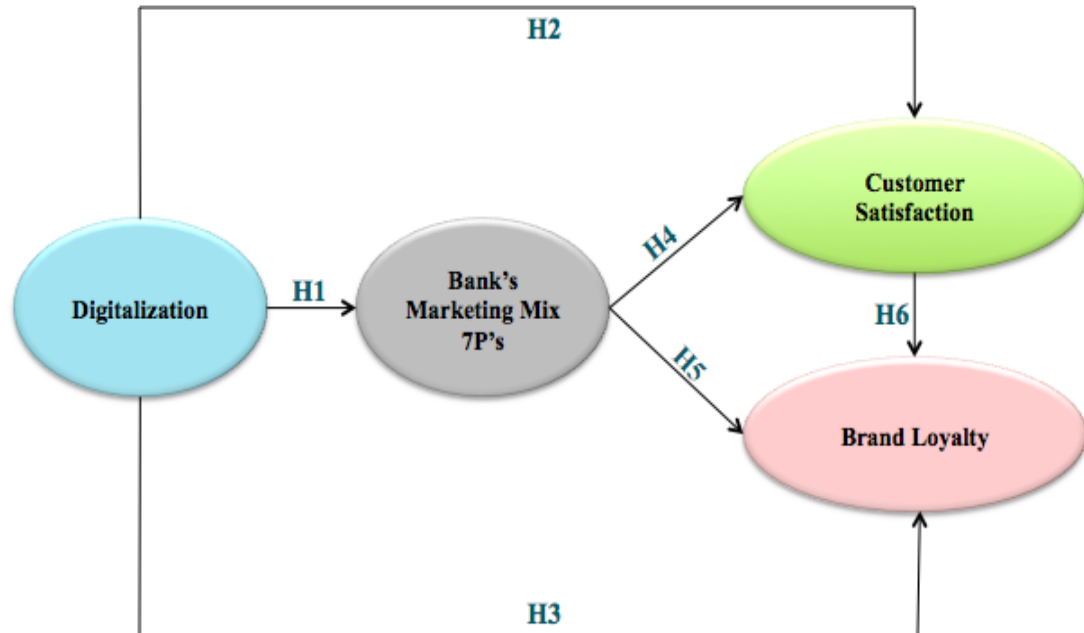


Figure 1: Research Model of the Study

4.8 Research Hypothesis

The following hypotheses have been developed based on the literature review of previous studies, taking into account the specificity of this research:

H1: Digitalization has a positive effect on the element of services marketing mix (service quality, distribution, promotion, pricing, process, physical evidence, and people) of the banking service.

H2: Digitalization has a positive effect on the customer satisfaction in Palestinian banks.

H3: Digitalization has a positive effect on the brand loyalty in Palestinian banks.

H4: The marketing mix has a mediating role between digitalization and customer satisfaction in Palestinian banks.

H5: The marketing mix has a mediating role between digitalization and brand loyalty in Palestinian banks.

H6: Customer satisfaction has a positive effect on the brand loyalty in Palestinian banks.

Chapter 5

DATA ANALYSIS AND FINDINGS

This chapter will be presenting the outputs of the data analysis which was carried out in SPSS program. Author will be presenting and discussing these outputs in order to help in testing the hypotheses.

5.1 Analytical Descriptive

The analytical descriptive calculates the frequency and percentages of the demographic characteristics of the research sample. The outcomes of Table 4 Shows females made up a larger proportion of the population than males., where the number of males in the study sample was (49) and (30.6%), while the number of females was (111), which is constitutes and (69.4%) of the study sample. In these contexts, this numbers give an idea of the nature of the study community, as most of the females are employers and therefore the largest percentage that deals with banks. Moreover, the proportion of the research sample was more than the age of 26 years (79.4%), for those who are under 26 years and younger are (20.6%), and this is given that the sample members are from the age groups that have stability and experience and can answer the study questions well. The study found that the percentage of sample holders of a diploma and university education reached (67.4%). Therefore, most of the sample participants have a good degree of academic certificates, and this reflects in their ability to answer the questionnaire questions more accurately and well, which gives the study strength and stability.

Table 4: Frequency and percentage of the study's sample demographic information

		Frequency	Percentage
Gender	Male	49	30.6%
	Female	111	69.4%
	Total	160	100%
Age	Less than 25 years	33	20.6%
	26-35 years	57	35.6%
	36-45 years	19	11.9%
	46-55 years	16	10%
	More than 55 years	35	21.9%
	Total	160	100%
Education	No formal education	30	18.8%
	High school	22	13.8%
	Diploma	84	52.5%
	Bachelor degree	21	13.1%
	Master degree	3	1.9%
	Ph.D. degree	0	0%
	Total	160	100%
City	Gaza	27	16.9%
	Hebron	35	21.9%
	Jenin	11	6.9%
	Jericho	3	1.9%
	Jerusalem	14	8.8%
	Nablus	18	11.3%
	Qalqiya	5	3.1%
	Ramallah	16	10%
	Salfet	2	1.3%
	Tubas	11	6.9%
	Tulkarm	18	11.3%
	Total	160	100%
Frequency of using the bank	Daily	27	16.9%
	Once a month	76	47.5%
	Once to twice a week	15	9.4%
	Once to twice in 2 week	21	13.1%
	Once to twice in 3 week	21	13.1%
	Total	160	100%
Bank services	Bank loans	30	18.8%
	Deposits (saving or investments)	15	9.4%
	Transfer of money	13	8.1%
	Account management (chiques, deposit, and withdrawal)	74	46.3%
	To receive monthly salary	28	17.5%
	Total	160	100%
How long do you deal	Less than six months	14	8.8%
	Less than one year	34	21.3%
	More than one year	35	21.9%
	More than three years	77	48.1%
	Total	160	100%
Way you prefer to communicate	Face to face	9	5.6%
	Mobile applications	4	2.5%
	Bank webpage	81	50.6%
	E-mail	52	32.5%
	Social media	14	8.8%
	Total	160	100%

The study found that the study sample was distributed over 11 regions in Palestine. Where the highest percentage of the study sample was from the population of Hebron with a percentage of (21.9%), followed by Gaza with a percentage of (16.9%), and therefore the study sample is distributed over several areas in Palestine. This gives the study the ability to generalize the results.

The majority of respondents were those who increase the frequency of using the bank once a day, once a week, twice a week, or three times a week, at a rate of (52.5%) of the study sample, while those who use the bank once a month in (47.5%). This gives a good impression that the study sample members have accurate answers to the study questions.

The majority of respondents were those who used bank account management services (checks, deposits and withdrawals), with a percentage of (46.3%) of the study sample, while those who use the bank loans service came second with a percentage of (18.8%). In addition, those who received salary monthly (17.5%). Moreover, those who used the deposit service (saving or investments). Additionally, by (9.4%), those who used the transfer of money service recently came with a rate of (8.1%). Therefore, the study sample members used the majority of services provided by the bank and have a good understanding that contributes to their ability to compel the questions of the questionnaire.

The majority of respondents who have dealt with the bank for more than three years by (48.1%) of the study sample. In addition, those who have dealt with the bank for more than one year by (21.9%), while those who have dealt with the bank for less than a year and less than six months (30.1%). Therefore, most of the study sample members

who dealt with the bank for a long time, and this gives them the ability to understand the mechanism of dealing with the bank, which gives the study more power to produce results.

The majority of respondents who dealt with the bank prefer dealing with the bank through modern technology and electronic dealing. In this context, the preponderance of them use the Bank webpage (50.2%). In addition, those who use E-mail (32.5%), whereas those who use social media (8.8%).

Moreover, those who use Mobile applications (2.5%). Therefore, according to the respondents the total percentage of those who prefer to use electronic means to deal with the bank (94.4%). These modern and technological tools save clients' time as well as make their access to the service faster, while those who prefer face to face to deal with the bank are at a low rate (5.6%). Therefore, the study sample members realize the importance of E-marketing as well as affected by it, and this contributes to their ability to answer the study questions better and more accurately and contributes to producing stronger and generalizable results.

5.1.1 Descriptive Analysis of the Variables and Items

The descriptive analysis of the variables and items of the study by finding the mean, standard deviation, rank, and level of agreement for answering the research questions.

5.1.1.1 Statistics that describe the Digitalization Variable

Table 5 summarizes the arithmetic averages of the digitalization variable (3.68 -4.12) with significant levels of support and appreciation for all vocabulary as seen by the research sample participants.

Digitalization is important in enhancing the concept of brand loyalty and customer satisfaction in Palestinian banks, and what enhances this weighted general arithmetic mean of the digitalization variable is (3.92) showing a high degree.

Item number 1 came in the first place, which stipulates “Provision of mobile banking services and apps” while item number 2 came in second place, which states that “Provision of online services” and item number 3 came in the third place, which states “Offering electronic payment solutions” while item number 4 came in the last place, which states that “The bank is active on social platforms ”.

Table 5: Statistics that describe the digitalization variable

Item	Rank	Mean	SD	LA
1. Provision of mobile banking services and apps	1	4.12	.921	High
2. Provision of online services	2	3.98	.865	High
3. Offering electronic payment solutions	3	3.92	.958	High
4. The bank is active on social platforms	4	3.68	1.013	High
Digitalization		3.92		High

Note. SD = Standard Deviation, LA = Level of Agreement

All the items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion. In the replies of the research sample to the items of the axis connected to digitalization and this consent in the answers of the research sample participants on the importance of digitalization in brand loyalty and customer satisfaction in Palestinian banks.

5.1.1.2 Statistics that describe the Service Quality Variable

Outcomes exhibited in Table 6, the researcher detected that the arithmetic averages of the paragraphs of the service quality variable interval between (3.70 -3.95) with significant levels of support and appreciation for all vocabulary as seen by the research sample participants.

Service quality was an important in enhancing the concept of brand loyalty and customer satisfaction in Palestinian banks, and what enhances this weighted general arithmetic mean of the digitalization variable is (3.92) showing a high degree. Item number 5 came in the first place, which stipulates “High-quality online service interactive support was important in digital banking which provides prompt responses to the requests by a suitable means.”

Table 6: Statistics that describe the service quality variable

Item	Rank	Mean	SD	LA
1. Digital banking services have grown within my bank in the last few years.	2	3.91	.907	High
2. As it assures security and trustworthiness, my confidence in digital banking has improved in the last few years.	4	3.86	.831	High
3. My bank’s current digital banking services are completely reliable, which means they are accurate, problem-free, cyber risk-free, protect me from digital banking fraud.	5	3.78	.895	High
4. My bank creates innovative digital banking services that make life easy for me, which ensures transaction efficiency.	6	3.70	.989	High
5. High-quality online service interactive support is important in digital banking which provides prompt responses to the requests by a suitable means.	1	3.95	.957	High
6. My bank’s digital banking services are user-friendly and easy to navigate.	3	3.91	1.014	High
Service Quality		3.85		High

While item number 1 came in second place, which states, “Digital banking services have grown within my bank in the last few years.” In addition, item number 6 came in third place, which states “My bank’s digital banking services are user-friendly and easy to navigate” while item number 2 came in fourth place, which states that “As it assures security and trustworthiness, my confidence in digital banking has improved in the last few years ”. Moreover, item number 4 came in last place, which states, “My

bank creates innovative digital banking services that make life easy for me, which ensures transaction efficiency”.

All the items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted, and this indicates a weak dispersion. The research sample's responses to the items on the axis connected to service quality, and this agreement in the study sample members' responses to the importance of service quality in brand loyalty and customer satisfaction in Palestinian banks.

5.1.1.3 Statistics that describe the Promotion Variable

Results presented in Table 7 found that the arithmetic averages of the items of the promotion variable interval between (3.53-3.82), with high degrees of approval and evaluation for all items except 4 and 6. In addition, as seen by the study sample members, promotion is important in promoting the concept of Brand loyalty and customer satisfaction in Palestinian banks, and what enhances this weighted general arithmetic mean for the promotion variable is (3.70) showing a high degree.

Additionally, item number 2 came in the first place, which stipulates, “I prefer following digital banking promotions that are more interactive and enjoyable” while item number 1 came in second place, which states, “The bank follows the newest digital methods of promoting its various products and services (audiovisual, Internet, social networking sites, electronic boards, etc.).”

Table 7: Statistics that describe the promotion variable

Item	Rank	Mean	SD	LA
1. The bank follows the newest digital methods of promoting its various products and services (audiovisual, Internet, social networking sites, electronic boards, etc.).	2	3.80	.976	High
2. I prefer following digital banking promotions that are more interactive and enjoyable.	1	3.82	.917	High
3. The online information provided by digital bank promotion is clear, easy to understand, and ensures prompt feedback.	3	3.72	.940	High
4. The bank tends to offer more discounts to promote and encourage the usage of electronic mediums.	6	3.53	1.052	Medium
5. The bank's digital advertising campaigns are more persuasive than the traditional ones, which drives me to start dealing with the bank	4	3.68	.987	High
6. The bank's digital advertising campaigns tend to be more faithful to its promises.	5	3.67	.943	Medium
Promotion	3.70			High

Moreover, item number 3 came in third place, which states “The online information provided by digital bank promotion is clear, easy to understand, and ensures prompt feedback” while item number 4 came in fourth place, which states that “The bank's digital advertising campaigns are more persuasive than the traditional ones, which drives me to start dealing with the bank ”.

All of these items came showing a high degree of agreement from the respondents of the study sample. While item number 6 came in before the last place, which states that” The bank's digital advertising campaigns tend to be more faithful to its promises”. In addition, item number 4 came in last place, which states that” The bank tends to offer more discounts to promote and encourage the usage of electronic mediums” Both items

came with a medium degree of agreement and evaluation from the response of the study sample members.

All the items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted, and this indicates a weak dispersion, this indicates a weak dispersion. Responses of the study sample for the promotion variable. As a result, the study sample members' responses on promoting brand loyalty and customer satisfaction in Palestinian banks were in accord.

5.1.1.4 Statistics that describe the Pricing Variable

Results presented in Table 8 shows that the arithmetic averages of the items of the pricing variables interval between (3.59-3.87), with high degrees of support and appreciation for all the items except for 1, 2, and 5.

Table 8: Statistics that describe the pricing variable

Item	Rank	Mean	SD	LA
1. Digital banking services are exempt from commissions, such as electronic payments and transfers between accounts	3	3.66	1.064	Medium
2. When using online tools, the bank imposes cut-price commissions on financial services, such as applying for loans, requesting transfers, and issuing financial reports.	5	3.59	1.030	Medium
3. When using digital mediums, I feel that it is much cheaper because it saves my time and access costs to the bank.	1	3.87	.998	High
4. The bank offers convenient and well-suited electronic payment methods.	2	3.83	.957	High
5. The bank fixes prices keeping in mind the prices for similar online services in the competitive banks and other financial institutions such as PayPal and Pal pay.	4	3.65	.946	High
Pricing		3.71		High

In addition, the study found by the study sample members, pricing is the most important in promoting the concept of brand loyalty and customer satisfaction in Palestinian banks, and what enhanced this weighted general arithmetic mean for the promotion variable is (3.71) showing a high degree.

Moreover, item number 3 came in the first place, which stipulates; “When using digital mediums, I feel that it is much cheaper because it saves my time and access costs to the bank.” In addition, item number 4 came in second place, which states, “The bank offers convenient and well-suited electronic payment methods” Both items came showing a high degree of agreement. Furthermore, item number 1 came in third place, which states, “Digital banking services are exempt from commissions, such as electronic payments and transfers between accounts.”

Besides, item number 5 came in fourth place, which states, “The bank fixes prices keeping in mind the prices for similar online services in the competitive banks and other financial institutions such as PayPal and Pal pay.” Finally, item number 2 came in the last place, which states, “When using online tools, the bank imposes cut-price commissions on financial services, such as applying for loans, requesting transfers, and issuing financial reports.” All of these items came with a medium degree of agreement from the respondents of the study sample. All items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion. The research sample participants show us that the pricing dimension's components, and hence agreement in the research sample participates' replies on the relevance of pricing in brand loyalty and customer satisfaction in Palestinian banks.

5.1.1.5 Statistics that describe the Place (Distribution) Variable

Outcomes displayed in Table 9, the researcher detected that the arithmetic averages of the paragraphs of the place (distribution) variable interval between (3.55-3.89) with significant levels of support and appreciation for all paragraphs except for the item number 3.

In addition, as seen by the study sample members, place (distribution) is important in promoting the concept of brand loyalty and customer satisfaction in Palestinian banks, and what enhanced this weighted general arithmetic mean for the place (distribution) variable is (3.75) showing a high degree.

Table 9: Statistics that describe the place (distribution) variable

Item	Rank	Mean	SD	LA
1. With the availability of comprehensive and diverse digital services, the bank's location and branches become less priority.	1	3.89	.887	High
2. The bank offers its products and services through a wide network of advanced and comprehensive Automated Teller Machines (ATM) spread throughout the country even in rural areas.	2	3.82	.957	High
3. The bank has advanced mobile branches to deal with remote areas and special cases achieving a policy of financial inclusion.	3	3.55	1.027	Medium
Place (Distribution)		3.75		High

Item number 1 came in the first place, which stipulates “With the availability of comprehensive and diverse digital services, the bank's location and branches become less priority” while item number 2 came in second place, which states that “The bank offers its products and services through a wide network of advanced and comprehensive Automated Teller Machines (ATM) spread throughout the country

even in rural areas” and both of these items came showing a high degree of agreement from the respondents of the study sample.

Moreover, item number 3 came in last place, which states,” The bank has advanced mobile branches to deal with remote areas and special cases achieving a policy of financial inclusion”, with a medium degree of agreement and evaluation from the response of the study sample members. The total items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion, and this indicates a weak dispersion. The research sample participants show us that the items of the place (distribution) dimension. Thus, correspond in the answers of the research sample respondent on the importance of place (distribution) in brand loyalty and customer satisfaction in Palestinian banks.

5.1.1.6 Statistics that describe the People (Banks' Employees) Variable

Outcomes exhibited in Table 10, the researcher detected that the arithmetic averages of the items of the people (banks' employees) variable values between (3.73-3.85) with significant levels of support and appreciation for all the items. Besides, as seen by the research sample participants, people (banks' employees) is crucial in promoting the principle of brand loyalty and customer satisfaction in Palestinian banks, and what enhances this weighted general arithmetic mean for the people (banks' employees) variable is (3.79) showing a high degree.

In this context, item number 1 came in the first place, which stipulates; “The availability of comprehensive and diverse digital services reduces the direct and extensive interaction with employees” while item number 3 came in second place,

which states “Availability of digital services and online communication is not sufficient for all banking services. I would like to communicate directly with employees and managers when requesting specific services such as loans.”

Table 10: Statistics that describe the people (banks' employees) variable

Item	Rank	Mean	SD	LA
1. The availability of comprehensive and diverse digital services reduces the direct and extensive interaction with employees.	1	3.85	1.161	High
2. Employees are well trained to deal with advanced digital technology and are able to simplify and promote them to customers.	3	3.73	1.120	High
3. Availability of digital services and online communication is not sufficient for all banking services. I would like to communicate directly with employees and managers when requesting specific services such as loans.	2	3.81	1.190	High
People (Banks' Employees)		3.79		High

Moreover, item number 2 came in last place, which states, “Employees are well trained to deal with advanced digital technology and are able to simplify and promote them to customers” showing a high degree of agreement from the respondents of the study sample.

All items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion. According to the replies of the research sample to the items of the axis connected to people (banks' employees). Thus, the consent in the answers of the study sample members on the importance of people (banks' employees) in brand loyalty and customer satisfaction in Palestinian banks.

5.1.1.7 Statistics that describe the Process Variable

Outcomes exhibited in Table 11, the researcher detected that the arithmetic averages of the items of the process variable values between (3.82-3.98), with significant levels of support and appreciation for all the items, and as seen by the research sample participant. In this context, the process was an crucial in promoting the principle of brand loyalty and customer satisfaction in Palestinian banks, and what enhanced this weighted general arithmetic mean for the process variable is (3.88) showing a high degree.

Item number 1 came in the first place, which stipulates “With Digital banking, access to banking services is quicker and saves me time from banking in branches” while item number 2 came in second place, which states that “The digital bank’s services are simple and uncomplicated and do not require a lot of paperwork to sign”.

Table 11: Statistics that describe the process variable

Item	Rank	Mean	SD	LA
1. With Digital banking, access to banking services is quicker and saves me time from banking in branches.	1	3.98	.971	High
2. The digital bank’s services are simple and uncomplicated and do not require a lot of paperwork to sign.	2	3.86	.928	High
3. With digital banking, I am able to bank from the comfort of my home 24/7, and that enhanced during a Coved pandemic.	3	3.82	.990	High
Process		3.88		High

In addition, item number 3 came in last place, which states, “With digital banking, I am able to bank from the comfort of my home 24/7, and that enhanced during a Covid pandemic” showing a high degree of agreement from the respondents of the study sample.

All the items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion. In the replies of the research sample to the items of the axis connected to process, and thus agreement in the answers of the study sample members on the importance of process in brand loyalty and customer satisfaction in Palestinian banks.

5.1.1.8 Statistics that describe the Physical Evidence Variable

Outcomes exhibited in Table 12, the researcher detected it was found that the arithmetic averages of the items of the physical evidence variable between (3.83-4.17), with significant levels of support and appreciation for all the items, and as seen by the research sample participates.

In this context, physical evidence is important in promoting the concept of brand loyalty and customer satisfaction in Palestinian banks, and what enhances this weighted general arithmetic mean for the physical evidence variable is (3.88) showing a high degree. Additionally, item number 2 came in the first place, which stipulates, “The bank has to provide free and continuous WI-FI service throughout the period of receiving service at the branch.”

Besides, item number 3 came in second place, which states, “The bank has to provide advanced and suitable reservation system for all categories of customers.” Moreover, item number 1 came in last place, which states, “My perception determines based on well-digitized bank's facilities” showing a significant degree of consent from the respondents of the research sample.

Table 12: Statistics that describe the physical evidence variable

Item	Rank	Mean	SD	LA
1. My perception determines based on well-digitized bank's facilities	3	3.83	.986	High
2. The bank has to provide free and continuous WI-FI service throughout the period of receiving service at the branch	1	4.17	.913	High
3. The bank has to provide advanced and suitable reservation system for all categories of customers	2	4.11	.942	High
Physical Evidence		4.03		High

All the items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion. In the replies of the research sample to the items of the axis connected to physical evidence. Thus, the consent in the responses of the research sample participates on the value of physical evidence in brand loyalty and customer satisfaction in Palestinian banks.

5.1.1.9 Statistics that describe the Customer Satisfaction Variable

Outcomes exhibited in Table 13, the researcher detected that the arithmetic averages of the items of the customer satisfaction variable values between (3.75 - 3.90), with significant levels of support and appreciation for all the items, and as seen by the research sample participants, customer satisfaction came to a high degree through the digitalization of the marketing mix. In addition, the general arithmetic mean of the customer satisfaction variable is weighted (3.80) highly enhances. In this context, item number 1 came in the first place, which stipulates, "I am happy with the overall experience received through my bank's digital banking services" while item number 3 came in second place, which states, "My confidence towards digital banking has improved in the last few years." Moreover, item number 2 came in last place, which

states, “My bank meets my digital banking service expectations” showing a significant level of agreement from the respondents of the research sample.

Table 13: Statistics that describe the customer satisfaction variable

Item	Rank	Mean	SD	LA
1. I am happy with the overall experience received through my bank’s digital banking services	1	3.90	.966	High
2. My bank meets my digital banking service expectations	3	3.75	.925	High
3. My confidence towards digital banking has improved in the last few years.	2	3.76	.955	High
Customer Satisfaction		3.80		High

All the items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion. In the replies of the research sample to the items of the axis connected to customer satisfaction. Thus, significant consent in the answers of the research sample participates on the value of customer satisfaction in Palestinian banks.

5.1.1.10 Statistics that describe the Brand Loyalty Variable

Outcomes exhibited in Table 14, the researcher detected that the arithmetic averages of the items of the brand loyalty evidence variable values between (3.80 - 3.98) with significant levels of support and appreciation for all the items.

Moreover, as seen by the research sample participates, brand loyalty evidence came to a high degree through the digitalization of the marketing mix and this weighted general arithmetic mean of the customer satisfaction variable is (3.88) highly enhances.

Item number 3 came in the first place, which stipulates, “I have the willingness to do positive word-of-mouth and propose creative developmental ideas for my bank” while item number 1 came in second place, which states that “I am likely to recommend my bank’s digital banking services to my family, friend, and colleague” While item number 2 came in the last place, which states, “My bank deserves my loyalty via digital banking” saying a significant level of consent from the respondents of the research sample.

Table 14: Statistics that describe the brand loyalty variable

Item	Rank	Mean	SD	LA
1. I am likely to recommend my bank’s digital banking services to my family, friend, and colleague.	2	3.89	.956	High
2. My bank deserves my loyalty via digital banking.	3	3.80	.983	High
3. I have the willingness to do positive word-of-mouth and propose creative developmental ideas for my bank.	1	3.98	.876	High
Brand Loyalty Evidence	3.88			High

All the items came showing a high degree of agreement with the significance level consensus. Moreover, standard deviations that are less than half the arithmetic mean are noted. Which is indicates a weak dispersion. In the replies of the research sample to the items of the axis connected to brand loyalty evidence. Thus, significant consent in the answers of the research sample participant on the value of brand loyalty evidence in Palestinian banks.

5.2 The Normal Distribution Test

The normal distribution test for the research data by utilizing the) Kolmogorov-Smirnov) Test. To ensure that the research data contains no statistical flaws that could compromise the investigation of the research hypotheses, such as failure to use the

normal distribution of the data, which could result in an incapability to explain or predict the case. Table 15 illustrates the outputs of the statistical analysis performed by the SPSS program.

Furthermore, by analyzing the results at the level of significance ($\alpha \leq 0.05$), the outcomes resemble following the normal distribution where all proportions of the normal distribution of all answers had a level of statistical significance more than (0.05)), which is the level authorized in the statistical science. Therefore, allowing the null hypothesis to indicate the balance of the distribution (data follow the normal distribution).

Table 15: Tests of normality (Kolmogorov-Smirnov^a)

	Statistic	N	Sig
Digitalization	.050	160	0.200*
Service Quality	.026	160	0.200*
Promotion	.053	160	0.200*
Pricing	.046	160	0.200*
Place (Distribution)	.082	160	0.200*
People (Banks' Employees)	.112	160	0.200*
Process	.064	160	0.200*
Physical Evidence	.069	160	0.200*
Customer Satisfaction	.031	160	0.058*
Brand Loyalty Evidence	.040	160	0.200*

Note. N = Number, Sig = Significant

5.3 Correlation Coefficients

Pearson test indicates through its value that there was a linear relationship between the variables of the independent study and the dependent variable, as well as whether the influence was negative or positive, the strength of the linear link between each pair of factors. Table 16 shows, according to the statistical significance of the Pearson coefficient value, (r) the following results:

There is a correlation between the digitalization variable with the marketing mix variables, which represented by service quality, promotion, pricing, place, people process, and physical evidence. In addition, where all (r) values was statistically significant at the level (0.05) and within ($0.50 < r$). Therefore, the correlation is positive according to R-values, that is, there is a strong direct correlation according to the range of R-values between the digitalization variable and the marketing mix variables.

There is a correlation between the customer satisfaction variable with the marketing mix variables represented by service quality, promotion, pricing, place, people, process, and physical evidence. Furthermore, where all (r) values were statistically significant at the level (0.05) and within ($0.50 < r$), and therefore the correlation is positive according to r values, that is, there is a strong direct correlation according to the range of r values between the customer satisfaction variable and the marketing mix variables.

There is a correlation between the brand loyalty evidence variable with the marketing mix variables represented by service quality, promotion, pricing, place, people, process, and physical evidence. Besides, where all (r) values were statistically significant at the level (0.05) and within ($0.50 < r$), and therefore the correlation is positive according to r values, that is, there is a strong direct correlation according to the range of r values between the Brand Loyalty Evidence variable and the marketing mix variables.

Table 16: Tests of correlations

		DG	CS	BLE
Digitalization	Person	1	.675**	.548**
	Correlation			
	Sig. (2-tailed)		.000	.000
	N	160	160	160
Service Quality	Person	.713**	.774**	.607**
	Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	160	160	160
Promotion	Person	.634**	.694**	.674**
	Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	160	160	160
Pricing	Person	.653**	.670**	.638**
	Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	160	160	160
Place (Distribution)	Person	.669**	.638**	.618**
	Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	160	160	160
People (Banks' Employees)	Person	.757**	.712**	.553**
	Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	160	160	160
Process	Person	.697**	.686**	.508**
	Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	160	160	160
Physical Evidence	Person	.681**	.620**	.507**
	Correlation			
	Sig. (2-tailed)	.000	.000	.000
	N	160	160	160
Customer Satisfaction	Person	.675**	1	.755**
	Correlation			
	Sig. (2-tailed)	.000		.000
	N	160	160	160
Brand Loyalty Evidence	Person	.548**	.755**	1
	Correlation			
	Sig. (2-tailed)	.000	.000	
	N	160	160	160

Note. DG = Digitalization, CS = Customer Satisfaction, BLE = Brand Loyalty Evidence, **. Correlation is significant at the 0.01 level (2-tailed)

There is a correlation between the digitalization variable with the customer satisfaction variable, where (r) value was statistically significant at the level (0.05) and within (0.50 < r). Therefore, the correlation is positive according to R-values, that is, there is a strong direct correlation according to the range of R-values between the digitalization variable and the Customer Satisfaction variable.

There is a correlation between the digitalization variable with the brand loyalty evidence variable. Where (r) value was statistically significant at the level (0.05) and within ($0.50 < r$). Therefore, the correlation is positive according to R-values, there is a strong direct correlation according to the range of R-values between the digitalization variable and the Brand Loyalty Evidence variable.

5.4 Research Hypothesis Testing

H1: Digitalization has a positive effect on the element of services marketing mix (service quality, distribution, promotion, pricing, process, physical evidence, and people) of the banking service

Table 17 shows that through the value of (R) that came (0.808) and the value of the test (F) came with a value of (298.16), which are statistically significant values as the value of ($\text{Sig} = 0.000 \leq 0.05$). In this context, digitalization has positively effected on the element of marketing mix (service quality, distribution, promotion, pricing, process, physical evidence, and people).

Moreover, the value of (Adjusted R-Square = 0.651) indicated that digitalization explains the percentage (65.1%) of the value of the change in marketing mix, and the values of ($\beta=0.716$) and ($T=17.26$), which were statistically significant, were confirmed as the value of ($\text{Sig} = 0.000 \leq 0.05$). Thus, the digitalization positively effects on the element of the marketing mix (service quality, distribution, promotion, pricing, process, physical evidence, and people) of the banking service.

Table 17: Tests of digitalization effect on the element of marketing mix

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Marketing mix	.808	.654	.651	298.16	159	.000	Digitalization	.716	.041	17.26	.000

H1.1: Digitalization has a positive effect on the service quality in Palestinian banks

Table 18 shows that through the value of (R) that came (0.713) and the value of the test (F) came with a value of (163.75), which are statistically significant values as the value of (Sig = 0.000 < = 0 .05).

Digitalization has positively affected on the element of service quality, and the value of (Adjusted R-Square = 0.506) indicates that digitalization explains the percentage (50.6%) of the value of the change in service quality, and the values of (β =0.671) and (T=12.79), which were statistically significant, were confirmed as the value of (Sig = 0.000 <= 0 .05).

Table 18: Tests of digitalization effect on the element of service quality

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Service quality	.713	.509	.506	163.75	159	.000	Digitalization	.671	.052	12.79	.000

H1.2: Digitalization has a positive effect on the pricing strategies in Palestinian banks

Table 19 shows that through the value of (R) that came (0.653) and the value of the test (F) came with a value of (117.58), which are statistically significant values as the value of (Sig = 0.000 < = 0 .05).

In this context, digitalization has positively affected on the element of pricing strategies, and the value of (Adjusted R-Square = 0.423) indicates that digitalization explains the percentage (42.3%) of the value of the change in pricing strategies, and the values of (β =0.667) and (T=10.84), which were statistically significant, were

confirmed as the value of ($\text{Sig} = 0.000 \leq 0.05$). Thus it is digitalization positively effects on the element of the pricing strategies in Palestinian banks.

Table 19: Tests of digitalization effect on the element of pricing strategies

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	B	Std. Error	T	Sig*
Pricing strategies	.653	.427	.423	117.58	159	.000	Digitalization	.667	.062	10.84	.000

H1.3: Digitalization has a positive effect on the distribution strategies in Palestinian banks

Table 20 shows that through the value of (R) that came (0.669) and the value of the test (F) came with a value of (128.32), which are statistically significant values as the value of ($\text{Sig} = 0.000 \leq 0.05$).

Table 20: Tests of digitalization effect on the element of distribution strategies

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	B	Std. Error	T	Sig*
Distribution	.669	.448	.445	128.32	159	.000	Digitalization	.677	.060	11.32	.000

In this context, digitalization has positively affected on the element of distribution strategies, and the value of (Adjusted R-Square = 0.445) indicated that digitalization explains the percentage (44.5%) of the value of the change in distribution strategies, and the values of ($\beta=0.677$) and ($T=11.32$), which were statistically significant, were confirmed as the value of ($\text{Sig} = 0.000 \leq 0.05$). Thus, the digitalization positively effects on the element of the distribution strategies in Palestinian banks.

H1.4: Digitalization has a positive effect on the promotion strategies in Palestinian banks

Table 21 shows that through the value of (R) that came (0.634) and the value of the test (F) came with a value of (105.76), which were statistically significant values as the value of (Sig = 0.000 <= 0 .05).

Table 21: Tests of digitalization effect on the element of promotion strategies

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	B	Std. Error	T	Sig*
Promotion	.634	.401	.398	105.76	159	.000	Digitalization	.607	.059	10.29	.000

In this context, digitalization has positively affected on the element of promotion strategies, and the value of (Adjusted R-Square = 0.398) indicates that digitalization explains the percentage (39.8%) of the value of the change in promotion strategies, and the values of ($\beta=0.607$) and ($T=10.29$), which were statistically significant, were confirmed as the value of (Sig = 0.000 <= 0 .05). Thus it is digitalization positively effects on the element of the promotion strategies in Palestinian banks.

H1.5: Digitalization has a positive effect on the employees' practices in Palestinian banks

Table 22 shows that through the value of (R) that came (0.757) and the value of the test (F) came with a value of (211.88), which are statistically significant values as the value of (Sig = 0.000 <= 0 .05).

In this context, digitalization has positively affected on the element of employees' practices, and the value of (Adjusted R-Square = 0.57) indicated that digitalization

explains the percentage (57%) of the value of the change in employees' practices, and the values of ($\beta=0.96$) and ($T=14.55$), which were statistically significant, were confirmed as the value of ($\text{Sig} = 0.000 \leq 0.05$).

Thus, it is digitalization positively effects on the element of the employees' practices in Palestinian banks

Table 22: Tests of digitalization effect on the element of employees' practices

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Employees' practices	.757	.573	.570	211.88	159	.000	Digitalization	.960	.066	14.55	.000

H1.6: Digitalization has a positive effect on the process in Palestinian banks

Table 23 shows that through the value of (R) that came (0.697) and the value of the test (F) came with a value of (149.23), which are statistically significant values as the value of ($\text{Sig} = 0.000 \leq 0.05$).

Table 23: Tests of digitalization effect on the element of process

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Process	.697	.486	.482	149.23	159	.000	Digitalization	.741	.061	12.21	.000

In this context, digitalization has positively affected on the element of process, and the value of (Adjusted R-Square = 0.482) indicates that digitalization explains the percentage (48.2%) of the value of the change in process, and the values of ($\beta=0.741$)

and (T=12.21), which were statistically significant, were confirmed as the value of (Sig = 0.000 <= 0 .05).

H1.7: Digitalization has a positive effect on the physical evidence in Palestinian banks

Table 24 shows that through the value of (R) that came (0.681) and the value of the test (F) came with a value of (136.02), which are statistically significant values as the value of (Sig = 0.000 <= 0 .05).

In this context, digitalization has positively affected on the element of the physical evidence. The value of (Adjusted R-Square = 0.461) indicates that digitalization explains the percentage (46.1%) of the value of the change in the physical evidence, and the values of (β =0.691) and (T=11.96), which were statistically significant, were confirmed as the value of (Sig = 0.000 <= 0 .05).

Table 24: Tests of digitalization effect on the element of physical evidence

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
The physical evidence	.681	.464	.461	136.02	159	.000	Digitalization	.691	.059	11.96	.000

H2: Digitalization has effect positively on the customer satisfaction in Palestinian banks

Table 25 shows that through the value of (R) that came (0.675) and the value of the test (F) came with a value of (132.49), which are statistically significant values as the value of (Sig = 0.000 <= 0 .05).

In this context, digitalization has positively affected on the element of the customer satisfaction, and the value of (Adjusted R-Square = 0.453) indicated that digitalization explains the percentage (45.3%) of the value of the change in customer satisfaction, and the values of ($\beta=0.729$) and ($T=11.51$), which were statistically significant, were confirmed as the value of ($\text{Sig} = 0.000 \leq 0.05$).

Table 25: Tests of digitalization effect on the element of customer satisfaction

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Customer satisfaction	.675	.456	.453	132.49	159	.000	Digitalization	.729	.063	11.51	.000

H3: Digitalization has effect positively on the brand loyalty in Palestinian banks

Table 26 shows that through the value of (R) that came (0.548) and the value of the test (F) came with a value of (47.80), which are statistically significant values as the value of ($\text{Sig} = 0.000 \leq 0.05$).

Table 26: Tests of digitalization effect on the element of brand loyalty

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Brand loyalty	.548	.300	.296	67.80	159	.000	Digitalization	.572	.069	8.23	.000

In this context, digitalization has positively affected on the element of the brand loyalty, and the value of (Adjusted R-Square = 0.296) indicates that digitalization explains the percentage (29.6%) of the value of the change in brand loyalty, and the

values of ($\beta=0.572$) and ($T=8.23$), which were statistically significant, were confirmed as the value of ($\text{Sig} = 0.000 \leq 0.05$).

H4: The marketing mix has a mediating role between digitalization and customer satisfaction in Palestinian banks

1. The digitalization variable affects the marketing mix variable (First regression equation). Table 27 Shows that the digitalization has a positive impact on the elements of the marketing mix as a whole, as digitalization explains (65.1%) of the change in the marketing mix in Palestinian banks, and the value of this effect is estimated ($B=0.716$), Thus, the first condition of the Baron and Kenny model is satisfied.

Table 27: Tests of digitalization effect on the element of marketing mix

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Marketing mix	.808	.654	.651	48.40	159	.000	Digitalization	.716	.041	17.26	.000

2. The customer satisfaction variable is influenced by the digitalization variable. (Second regression equation) what is known as the total effect. Table 28 Shows that digitalization has a positive impact on the elements of the customer satisfaction as a whole, as digitalization explains (45.3%) of the change in the marketing mix in Palestinian banks, and the value of this effect is estimated ($B=0.729$), Thus, second condition of the Baron and Kenny model is satisfied.

Table 28: Tests of digitalization effect on the element of marketing mix

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Customer satisfaction	.675	.456	.453	132.49	159	.000	Digitalization	.729	.063	11.51	.000

3. The marketing mix variable affects the customer satisfaction variable in the presence of the Digitalization variable, the so-called direct effect (The third regression equation). Table 29 Shows that digitalization and the marketing mix have a positive impact on the elements of customer satisfaction as a whole, as it explains (64.3%) the change in customer satisfaction in Palestinian banks. In addition, the effect of the marketing mix variable is estimated to be ($B = 0.905$).

Table 29: Tests of digitalization and marketing mix effects on the element of customer satisfaction

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Customer satisfaction	.805	.647	.643	144.18	159	.000	Digitalization	.080	.087	.924	.358
							marketing mix	.905	.098	.743	.000

It is also statistically significant, and the impact value of the digitalization variable is estimated at ($B = 0.080$), but it is not statistically significant as the value of ($Sig = 0.358 > 0.05$), and therefore the third condition of the Baron and Kenny model was not met.

To find out what kind of mediation this is:

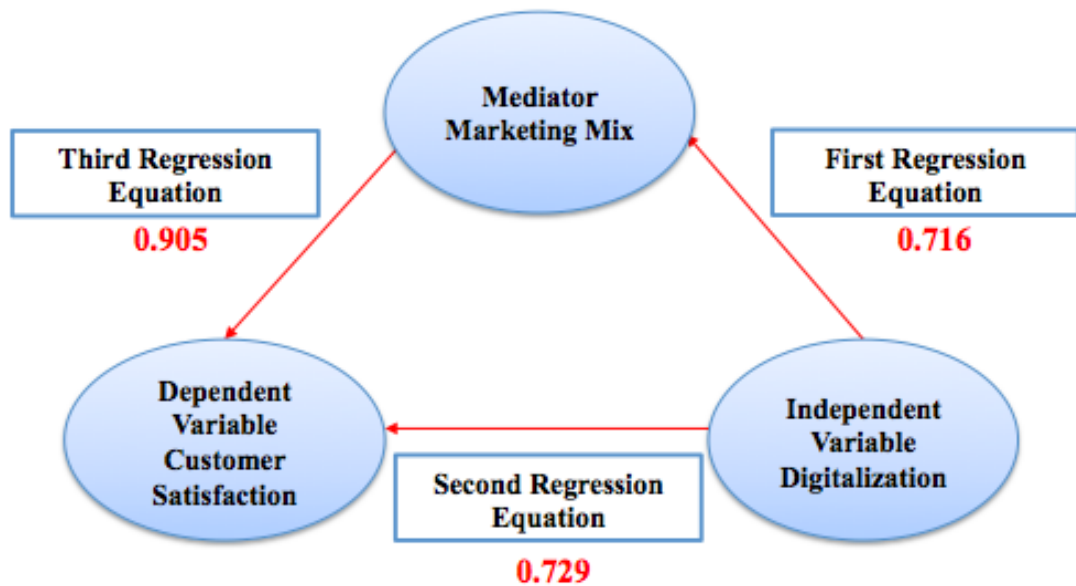


Figure 2: Barron and Kenny's Model for the Effect of Mediation (Prepared by the Researcher)

The figure representing Baron and Kenny's model shows that the effect of the independent variable on the mediating variable ($B = 0.716$). Moreover, the overall effect of the independent variable digitalization on the dependent variable customer satisfaction ($B = 0.729$).

In addition, the direct impact of the independent variable digitalization on the dependent variable customer satisfaction within the presence of mediation ($B = 0.080$) and this effect is not significant at ($\alpha \leq 0.05$). In addition to the effect of the mediating variable Marketing mix on the dependent variable customer satisfaction ($B = 0.905$) and this effect is significant at ($\alpha \leq 0.05$).

Therefore, because of the total effect being closer to (0) than the direct effect, and this effect is not significant at ($\alpha \leq 0.05$). Therefore, there is no mediation, and therefore the Marketing mix variable does not mediate the relationship between the independent variable digitalization and the customer satisfaction variable, meaning that the

mediating variable does not It conveys the effect of a digitalization variable on the customer satisfaction variable.

Thus, we reject the hypothesis: The marketing mix has a mediating role between digitalization and customer satisfaction in Palestinian banks.

H5: The marketing mix has a mediating role between digitalization and brand loyalty in Palestinian banks

1. The digitalization variable affects the marketing mix variable (First regression equation). We found at Table 27 Shows that digitalization has a positive impact on the elements of the marketing mix as a whole, as digitalization explains (65.1%) of the change in the marketing mix in Palestinian banks, and the value of this effect is estimated ($B=0.716$), Thus, the first condition of the Baron and Kenny model is satisfied.

2. The overall effect is the influence of the digitalization variable on the customer satisfaction variable (Second regression equation). We found at Table 26 that digitalization has a positive impact of the brand loyalty, as digitalization explains (29.6%) of the change in the brand loyalty in Palestinian banks, and the value of this effect is estimated ($B=0.572$), Thus, the second condition of the Baron and Kenny model is satisfied.

3. In the presence of the Digitalization variable, the marketing mix variable has a direct effect on customer satisfaction (the third regression equation). Table 30 Shows that digitalization and the marketing mix have a positive impact of brand loyalty as a whole, as it explains (46.4%) the change in customer satisfaction in Palestinian banks. In addition, the impact of the marketing mix variable is estimated to be ($B = 0.834$). It is

also statistically significant, and the effect value of the digitalization variable is estimated at ($B = -0.027$), but it is not statistically significant as the value of ($\text{Sig} = 0.497 > 0.05$), and therefore the third condition of the Baron and Kenny model was not met.

Table 30: Tests of digitalization and marketing mix effects on the element brand loyalty

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	β	Std. Error	T	Sig*
Brand loyalty	.686	.471	.464	69.19	159	.000	Digitalization	-.027	.040	-.681	.497
							Marketing mix	.834	.079	10.57	.000

To find out what kind of mediation this is:

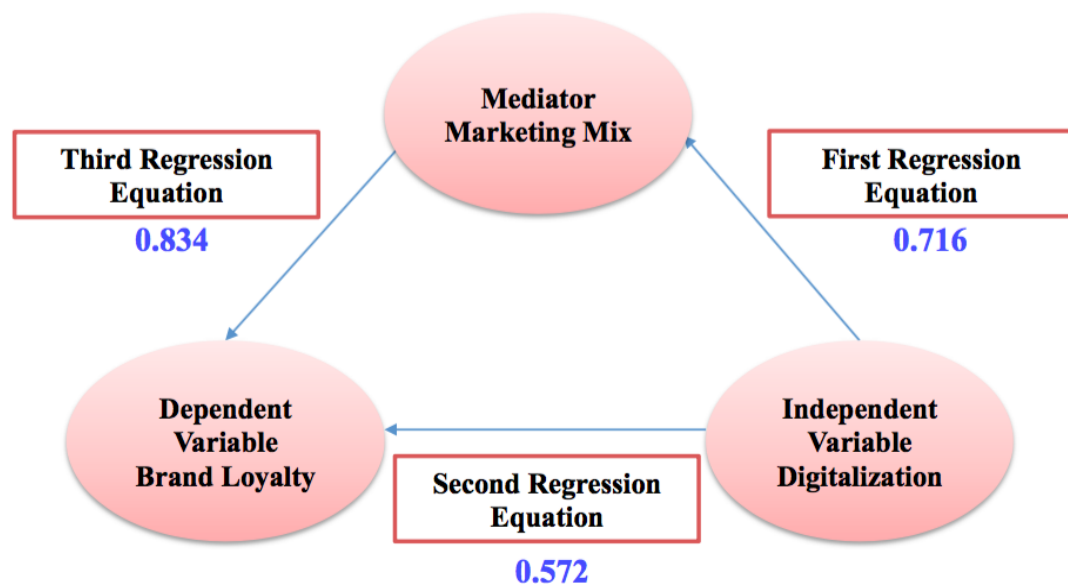


Figure 3: Barron and Kenny's Model for the Effect of Mediation (Prepared by the Researcher)

The figure representing Baron and Kenny's model show that the independent variable's effect on the mediating variable ($B = 0.716$). Moreover, the impact of the independent

variable digitalization on the dependent variable brand loyalty in general ($B = 0.572$). In addition, the direct effect of the independent variable digitalization on the dependent variable brand loyalty within the presence of mediation ($B = -0.027$) and this effect is not significant at ($\alpha \leq 0.05$). Additionally, the mediating variable Marketing mix has an effect on the dependent variable brand loyalty ($B = 0.905$) and this effect is significant at ($\alpha \leq 0.05$).

As a result, because the overall effect is nearer (0) than the direct effect, and this effect is not significant at ($\alpha \leq 0.05$). Therefore, there is no mediation, and therefore the connection between the independent variables digitalization and brand loyalty is not mediated by the marketing mix variable meaning that the mediating variable does not it conveys the effect of a digitalization variable on the brand loyalty variable. Thus, we reject the hypothesis: The marketing mix has a mediating role between digitalization and brand loyalty in Palestinian banks.

H6: Customer Satisfaction has positively effect on the brand loyalty in Palestinian banks

Table 31 shows that through the value of (R) that came (0.755) and the value of the test (F) came with a value of (208.97), which are statistically significant values as the value of (Sig = 0.000 < = 0 .05).

In this context, customer satisfaction positively affected on the element of the brand loyalty. In addition, the value of (Adjusted R-Square = 0.567) indicates that customer satisfaction explains the percentage (56.7%) of the value of the change in brand loyalty, and the values of ($\beta=0.730$) and ($T=14.45$), which were statistically

significant, were confirmed as the value of (Sig = 0.000 <= 0 .05). Thus, it is customer satisfaction has positively effect on the brand loyalty in Palestinian banks.

Table 31: Tests of customer satisfaction effects on the element of brand loyalty

Dependent Variable	R	R Square	Adjusted R-Square	F	DF	Sig*	Coefficients				
							Independent Variable	B	Std. Error	T	Sig*
Brand loyalty	.755	.569	.567	208.97	159	.000	Customer Satisfaction	.730	.051	14.45	.000

Chapter 6

RESULTS AND RECOMMENDATIONS

The researcher discussed the most crucial findings and outcomes in this section, then comparing the discovered results with previous studies discussed in the theoretical section. In addition, some practical recommendations for future studies on the study's main issue.

6.1 Results of the Study

The study confirmed that the digitalization is crucial in enhancing the concept of brand loyalty and customer satisfaction in Palestinian banks, and what enhances this weighted general arithmetic mean of the digitalization variable is (3.92) showing a high degree. This result agreed with the result of a study Enka et al (2017) argue based on the industrial engineering perspective; digitalization is the revolution of interconnected smart machines automatically based on the outcomes of modern technology and digital data. Furthermore, Crittenden et al (2019) pointed that digitalization is creating new patterns for effective interaction connecting the organization and its stakeholders.

The study confirmed that the marketing mix is important in enhancing the concept of brand loyalty and customer satisfaction in Palestinian banks, and what enhances this weighted general arithmetic mean of the digitalization variable is (3.82) showing a high degree, and the order for elements of marketing mix by important (physical evidence, process, service quality, people, place, pricing, promotion).

The study confirmed that the customer satisfaction showing a high degree in Palestinian banks, and what enhances this weighted general arithmetic mean of the customer satisfaction variable is (3.80) showing a high degree. This result agreed with the result of a study of Rathod (2016) that tailor their customers' personalized products/services in a creative manner are more competitive are able to achieve the bank's goals. Moreover, with result of a study (Tellis, 2013), having a trustworthy service provider that aims to address value-added services is crucial.

The study confirmed that the brand loyalty showing a high degree in Palestinian banks, and what enhances this weighted general arithmetic mean of the brand loyalty variable is (3.88) showing a high degree.

Digitalization positively effects on the element of marketing mix (service quality, distribution, promotion, pricing, process, physical evidence, and people) of the banking service, indicates that digitalization explains the percentage (65.1%) of the value of the change in marketing mix in Palestinian banks. This result agreed with the result of a study (Tolon, 2004), have become accessible. With the advancement of technology and the effects of digitalization in recent years, sales points (POS-Point of Sales), call centers, WAP (Wireless Application Protocol) banking, and webpages have started to be used actively by clients. Moreover, all digital advancements and shifts in customer need made the clients' desire to obtain banking service in the traditional branch less important, as the same service became available 24/7, saving time and effort and less cost (Cajetan, 2018).

Digitalization positively effects on the service quality of the banking service, indicates that digitalization explains the percentage (50.6%) of the value of the change in service

quality in Palestinian banks. This result agreed with the result of a study Cajetan, 2018), through mobile applications, as digital services seem to be cheaper and more favorable for several categories of banks' clients.

Digitalization positively effects on the distribution of the banking service, indicates that digitalization explains the percentage (42.3%) of the value of the change in pricing strategies in Palestinian banks.

Digitalization positively effects on the promotion of the banking service, indicates that digitalization explains the percentage (39.8%) of the value of the change in promotion strategies in Palestinian banks. This result agreed with the result of a study (Pong & Chin, 2020), Digitalization performed the promotion boost the accuracy of targeting desired groups, the breadth of its spread, its more affordable price compared to the conventional medians, in addition to the application of artificial intelligence (AI) in promotion processes makes the organization more effective.

Digitalization positively effects on employees' practice of the banking service indicates that digitalization explains the percentage (57%) of the value of the change in employees' practices in Palestinian banks. This result agreed with the result of a study by Santos et al (2020), indicated that digitalization has a clear and positive impact on the engagement of banks' employees while providing service to customers. In addition, digitalization has become a platform to provide services efficiently and operating several tasks simultaneously with high quality. As well as ensuring effective communication with their managers, participation in decision-making, and rapid and accurate data exchange.

Digitalization positively effects on the process of the banking service, indicates that digitalization explains the percentage (48.2%) of the value of the change in process in Palestinian banks. This result agreed with the result of a study by (Pekovic & Rolland, 2016) the processes digitalization considers as worthwhile. Furthermore, banks must invest in digitalization and restructuring their operations digitally to make them competent in reaching the objects of all stakeholders.

Digitalization positively effects on the physical evidence of the banking service) indicates that digitalization explains the percentage (46.1%) of the value of the change in the physical evidence in Palestinian banks. This result agreed with the result of a study (Cajetan, 2018), the priorities of the physical environment are constantly changing according to technological and professional developments. Moreover, during this era that is rapidly seeking digitalization, the availability of a high-quality digital environment is one of the top priorities of the management Banks, such as free Wi-Fi, banking apps, and well-distributed ATMs.

Digitalization positively effects on the customer satisfaction of the banking service, indicates that digitalization explains the percentage (45.3%) of the value of the change in customer satisfaction in Palestinian banks. according to Iriqat and Jaradat (2020), they investigated the extent to which the latest effects of digital transformation strategies in the Palestinian telecommunication sector. Therefore, they found that the Palestinian customers' satisfaction has been positively and significantly influenced by conversion toward digitalization.

Digitalization positively effects on the brand loyalty of the banking service, indicates that digitalization explains the percentage (29.6%) of the value of the change in brand

loyalty in Palestinian banks. This result agreed with the result of a study by Ahmed et al (2016) confirmed the pivotal role of digital media in creating, developing, and maintaining brand loyalty as the digital transformation gains the confidence of customers. Thus, the willingness to deal with the organization.

Although the independent (digitalization), and the mediator (marketing mix) have an effect on the dependent variable separately, we found the Marketing mix variable does not mediate the connection between the independent variable digitalization and the customer satisfaction variable, meaning that the mediating variable does not. It conveys the effect of a digitalization variable on the customer satisfaction variable

Although the independent (digitalization), and the mediator (marketing mix) have an effect on the dependent variable (brand loyalty) separately, we found the marketing mix variable does not mediate the relationship between the independent variable digitalization and the brand loyalty variable, meaning that the mediating variable does not. It conveys the effect of a digitalization variable on the brand loyalty variable.

Customer satisfaction positively effects on the brand loyalty of the banking service) indicates that customer satisfaction explains the percentage (56.7%) of the value of the change in brand loyalty in Palestinian banks.

6.2 Recommendations

1. Banks should fight to adapt their structures, business models, products and services, and train their employees to keep pace with the most advanced digital technologies, as well as the digital-physical environment, of the utmost importance.

2. Banks should fight to adapt their structures, business models training customers to activate digital services .
3. Banks should strive to provide the quality of their service perfectly and make it better by doing improvement that is more continuous.
4. Continuous development of the digital programs of the bank's services, to ensure that clients get services in the fastest time and the best service, which is reflected in customer satisfaction in an optimal manner and ensuring customers' loyalty to the bank's brand.
5. The marketing mix must be considered. (service quality, price, place, promotion, physical evidence, people, and process) because of its importance in showing the additional value that the bank provides through the services it provides to customers, reaching customer satisfaction and ensuring their loyalty to the bank's brand.
6. Continuous development and training of employees to achieve the highest levels of customer satisfaction, which in turn ensures customers' loyalty to the bank's brand.
7. Paying attention to the work environment and the digital hardware of the bank, which is an aid and contribution to marketing, which would achieve customer satisfaction and brand loyalty.
8. Preparing questionnaires in order to obtain customer opinions and identify weaknesses in digital services or the bank's services in general, to strengthen weaknesses and ensure continuous improvement, which would enhance customer satisfaction and loyalty to the bank's brand.
9. Conducting similar studies to the study on an on-going basis and with the development of banking services in order to provide this most important economic sector in the countries and the world with recommendations and determine the results.

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APPENDICES

Appendix A: Questionnaire

Dear sir/ madam:

My name is Abdalaziz A. Surakji. I am a master's student doing a master's thesis at the Eastern Mediterranean University (EMU), Cyprus. I am investigating the effect of digitalization on the marketing mix in Palestinian banks: Mediating role of customer satisfaction and brand loyalty. This questionnaire is to collect data that are related to my study.

All information that will be collected by the questionnaire is only for academic purposes. Your identity will not be revealed and the information that you give will be treated as confidential. It is supposed that answering this questionnaire will take 15-20 minutes. In case you want to obtain the results of the study, please inform me.

Regards

Name: Abdalaziz A. Surakji

Mobile Number: +972 59-401-0658

Email: Abdulaziz.a.surakji@gmail.com

Nablus, Palestine

Section A: Background Information.

In this section, you are presented with questions related to your background, please (✓) one answer that represents you in each question.

1. Please state your age.
 - ☐ Less than 25 years
 - ☐ 26-35 years
 - ☐ 36-45 years
 - ☐ 46-55 years
 - ☐ More than 55 years
2. Please state your gender.
 - ☐ Male
 - ☐ Female
3. What is your material status?
 - ☐ Single
 - ☐ Married
 - ☐ Divorced
 - ☐ Widow
4. Please state your highest level of education.
 - ☐ High school
 - ☐ Diploma
 - ☐ Bachelor degree
 - ☐ Master degree
 - ☐ Ph.D. degree
5. What is your type of work?
 - ☐ Company Owner
 - ☐ Self-Employed
 - ☐ Public or Private Sector Employee
 - ☐ Retired
 - ☐ Student
 - ☐ House Wife
 - ☐ Unemployed
6. Please state your city?
 - ☐ Jerusalem
 - ☐ Ramallah
 - ☐ Nablus
 - ☐ Hebron
 - ☐ Gaza strip
 - ☐ Other
7. How much is your monthly income?
 - ☐ 0\$ - 500\$
 - ☐ 501\$ - 1,500\$
 - ☐ 1,501\$ - 2,500\$
 - ☐ 2,051\$ - 3,051\$
 - ☐ 3501\$ - 5,000\$
 - ☐ 5,001\$ - 10,000\$
 - ☐ Above 10,000\$

8. Frequency of using the bank
- ☐ Dally
 - ☐ Once to twice in a week
 - ☐ Once to twice in 2 week
 - ☐ Once to twice in 3 week
 - ☐ Once a month
9. Which bank services do you more used?
- ☐ Bank loans
 - ☐ Deposits (saving or investments)
 - ☐ Transfer of money
 - ☐ Account management (Deposit and Withdrawal Services)
 - ☐ To receive monthly salary only
 - ☐ Other: Name it.....
10. How long do you deal with your bank?
- ☐ Less than six months
 - ☐ Less than one year
 - ☐ More than one year
 - ☐ More than three years
11. In what way you prefer to communicate with your banks about services?
- ☐ Face to face
 - ☐ Mobile applications
 - ☐ Bank webpage
 - ☐ E-mail
 - ☐ Social media
 - ☐ Other: Name it.....

Section B: Marketing Mix

This section presents statement on marketing mix. Please answer the following statements. There is no wrong or right answer. Please tick (✓) the appropriate scale where: (1) refers to strongly disagree and (5) refers to strongly agree.

Statement	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
Digitalization					
12. From my perspective, digital banking is the extent of the availability of mobile banking services and apps.					
13. From my perspective, digital banking is the extent of the availability of online services.					

14. From my perspective, digital banking is the extent of providing online payment solutions.					
15. From my perspective, digital banking is the extent of bank activity and interaction on social media platforms.					
Service Quality Service Quality: is a comparison of perceived expectations of a service with perceived performance.					
16. Digital banking services have grown within my bank in the last few years.					
17. My bank facilitates provide strictly secure and private digital transactions.					
18. As it assures security and trustworthiness, my confidence in digital banking has improved in the last few years.					
19. My bank protects the personal and financial data of customers done by digital mediums.					
20. My bank's current digital banking services are completely reliable.					
21. My bank creates innovative digital banking services that make life easy for me.					
22. High-quality online service interactive support is important in digital banking which provides prompt responses to the requests by a suitable means.					
23. My bank's digital banking services are user-friendly and easy to navigate.					
Promotion Digital promotion uses social media, phones, and other electronic devices to advertise banks' services.					
24. The bank follows the newest digital methods of promoting its various products and services (audio-visual, Internet, social networking sites, electronic boards, etc.).					
25. I prefer following digital banking promotions that are more interactive and enjoyable.					
26. The online information provided by digital bank promotion is clear, easy to understand, and ensures prompt feedback.					
27. The bank tends to offer an exemption from some commissions to promote and encourage using of electronic mediums.					

28. The bank's digital advertising campaigns are more persuasive than the traditional ones, which drives me to start dealing with the bank.					
29. The bank's digital advertising campaigns tend to be more faithful to its promises.					
Pricing Pricing strategies could be implemented by using digital tools and services.					
30. Digital banking services are exempt from commissions, such as electronic payments and transfers between accounts.					
31. When using online tools, the bank imposes cut-price commissions on financial services.					
32. When using digital mediums, I feel that it is much cheaper because it saves my time and access costs to the bank.					
33. The bank offers Convenient and well-suited electronic payment methods.					
34. I feel that digital services are cheaper than conventional ones.					
Place (Distribution) Digital distribution channels are changing the way that customers interact with banks.					
35. With the availability of comprehensive and diverse digital services, the bank's location and branches become less priority.					
36. The bank offers its products and services through a wide network of advanced and comprehensive Automated Teller Machines (ATM) spread throughout the country even in rural areas.					
37. The bank has advanced mobile branches to deal with remote areas and special cases achieving a policy of financial inclusion.					
People (Banks' Employees) Palestinian Banks' Employees.					
38. The availability of comprehensive and diverse digital services reduces the direct and extensive interaction with employees.					
39. My bank's employees are well trained and experienced to deal with advanced digital technology and are able to simplify and promote them to customers.					
40. Availability of digital services and online communication is not sufficient for all banking services.					

41. I would like to communicate directly with employees and managers when requesting specific services such as loans.					
Process Digital Process assumes the process has been optimized and focuses on making the experience better.					
42. With Digital banking, access to banking services is quicker and saves me time from banking in branches.					
43. Procedures for transactions in my bank do not take a long time.					
44. The digital bank's services are simple and uncomplicated and do not require a lot of paperwork to sign.					
45. With digital banking, I am able to bank from the comfort of my home 24/7.					
Physical Evidence Physical evidence refers to the entire bank that has been designed and all factors that help to make the bank's processes much easier and smoother.					
46. My perception determines based on well-digitalized bank's facilities.					
47. My bank provides free and continuous WI-FI service.					
48. My bank provides advanced and suitable reservation system, I do not wait long in the queues.					
Customer Satisfaction A measurement that determines how happy customers are with a bank's products, services, and capabilities.					
49. I am satisfied with the overall experience received through my bank's digital services.					
50. I am happy with the overall experience received through my bank's digital services.					
51. I am delighted with the overall experience received through my bank's digital services.					
52. My bank meets my digital banking service expectations.					
53. Digitalization offers access to all sincere and genuine banking services.					
54. I think I made the right decision when I chose my bank for my digital banking services.					
55. My confidence towards digital banking has improved in the last few years.					
Brand Loyalty The positive feelings towards a bank brand and deep desire to deal with the same bank repeatedly.					
56. I consider this bank as my first choice compared to other banks.					

57. I am likely to recommend my bank's digital banking services to my family, friend, and colleague.					
58. My bank deserves my loyalty as it offers advanced digital banking.					
59. I have the willingness to do positive word-of-mouth and propose creative developmental ideas for my bank.					
60. I intend to do more business with this bank in the future.					

Thank you for your time, effort and feedback. Your time and feedback are highly appreciated. Your participation has a major role in fulfilling this research endeavor.

Appendix B: The Ethics Committee Approval



Bilimsel Araştırma ve Yayın Etiği Kurulu (BAYEK) / Board of Scientific Research and Publication Ethics

Reference No: ETK00-2021-0201

11.08.2021

Subject: Your application for ethical approval.

Re: Abdalaziz A. Surakji (19500092)

Faculty of Business & Economics.

EMU's Scientific Research and Publication Ethics Board (BAYEK) has approved the decision of the Ethics Board of Business & Economics (date: 04.08.2021, issue: 2021/06) granting Abdalaziz A. Surakji from the Faculty of Business & Economics to pursue his MA titled **"The impact of Digitization on the Marketing Mix, Leading to Customer Satisfaction and Brand Loyalty in Banks of Palestine"** supervised by Prof. Dr. Mustafa Tümer.

Best Regards

Prof. Dr. Yücel Vural

Chair, Board of Scientific Research and Publication Ethics - EMU

YV/şk.

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