

The Role of Banking Marketing Strategies in Achieving Leadership Performance in Jordanian Commercial Banks (Applied Study)

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Abstract

The purpose of this study is to know the role played by banking marketing strategies or so-called banking services industry in achieving performance leading the Jordanian commercial banks in Irbid, located in northern Jordan, by adopting the views of the strategic leaders in the banks sample The study. The study community was represented by the branches of the Bank of Jordan, the Arab Bank, the Arab Islamic Bank, the Jordanian Islamic Bank, the Bank of Cairo – Amman and the bank. Jordanian-Kuwaiti in the city of Irbid The sample study was represented by the directors of the central and senior administrations and the members of the Board of Directors (60) Individuals, After the researchers have identified the methodology that has guided them to achieve their objectives on the one hand, and build an appropriate theoretical framework to showcase the contents of each of the marketing strategies Bank and lead and their removal, then they went on to analyze the collection of data collected according to the sample survey by adopting a resolution that was built For this purpose, in accordance with academic contexts, to produce a number of results for the research sample, and the research is concluded to the benefit of emphasize the role of banking marketing strategies as an appropriate entry point for leading performance in Jordanian commercial banks. The study found several conclusions and recommendations, most notably the need to deepen the leadership concepts of the managers in the sample organizations through the training courses and development in this area. Although strategic leadership in the organizations under consideration has established a range of strategic practices, they should be strengthened in a balanced manner to ensure more effective performance as strategic leadership rather than specific practices. The pursuit of pioneering performance as a methodology for action at the level of all activities, especially after the situation has stabilized in the field. He urged the strategic leaders in the sample banks to give appropriate attention to their strategic practices and to steer them towards the achievement of the leading performance levels that will achieve the bank's superiority over other banks in the environment under consideration.

Keywords: strategies, banking marketing, corporate leadership, leading performance, Jordanian commercial banks.

1. Introduction

The commercialization of banking services in the age of knowledge, informatics and technology that we are experiencing has become an innovative, creative and pioneering innovation that requires excellent and distinctive marketing strategies for its success. The successful and distinguished banks in the world, these are the banks that focus on the quality of service, and it is more than service-oriented and competitive. With other banks to provide quality banking services and excellent banking performance based on the information base and the Valley A bankable human being, with distinctive skills to deal with customers, also is a bank capable of using sophisticated banking technology and supporting and promoting the policies and philosophy of banking culture in general. Banking marketing plays a role of fine culture in banking transaction where its target is to Gain the satisfaction and loyalty of its client. This target is not easy to accomplish, as it is connected to the ability range of those who are managing the banking system in any country with the marketing concept. Many countries have succeeded in developing its banking organization by using marketing technologies and any opportunities to create new initiative to be able to have precession and large marketing shares.

Marketing, in a general description, represents a culture of performance and it comes only with knowing the dynamics of the planners and the politicians of the feasibility. The Jordanian banking system is the real façade to the status of the Jordanian economy. In every country in this world, especially those oriented to capitalism have given their banking system a high priority while setting the foundation of the transition to the market economy, which has a value to the domestic and foreign investors. Moreover, gaining trust from a client is huge goal for the bank and the banks in advanced countries worked hard to reach it. Banking marketing plays a role as one of the pillars of banking philosophy in the new era as it has made the banks in developed countries successful, thus attaining a leading competitive position, confidence and loyalty of investors and individuals. (Al-Zoubi ,2017,p89) Banking marketing is a group of specialized and integrated activities through which the bank's resources and its abilities are aimed at achieving a higher level of customer satisfaction at present and in the future, thus giving way to creating successful marketing opportunities for both parties. Also, banking marketing focuses on developing new tools to gain more clients including new investment options for optimum returns.

In a clear challenge to the banking industry, Bill Gates said, "Banks are extinct dinosaurs," so if we look at the changes that have occurred during the past two decades we find that computers, it, and business networks have been united to replace businesses and activities that need to be dense Labour Labor intensive in productive and service institutions. Because the banking industry in its current situation cannot go on, because the banks that have earned their profits in the past collect money, save them, and lend, you will face a situation in which money will not be collected and preserved, when it moves to the non-monetized society, where the normal money will disappear, and the money replaces it. Electronic, and banks will not need to raise and protect funds, so that the manifestations of the banks we are accustomed to will disappear from fortified buildings, and iron rods and armoured transport vehicles, and the dealings will not be personal, but through computers from anywhere, and at any time.

Events of various organizations within the framework of the third millennium indicate the importance of strategic leadership and its practice in the Jordanian banks and it reflects to accomplish the total goal, which allows the various organization to be unique and superior above others, by finding new ways to compete for superiority based on the innovation and the desired creativity. From another angle, some banks now are characterized by what is known as leading organization in its action and behavior, motivated by the successit began to seek and maintain it to achieve for itself a distinct place with the other organizations' activities in the provision of goods and services according to the best specifications for its beneficiaries. Those banks have exceeded the fringe of what our clients can think. And to achieve the role attained by the practices of strategic leadership in the organization to achieve leading performance, the researcher sought to gather the research context which aimed to reflect the relation and the effect of those practices for the organization to reach its maximum performance which will differentiate it from the others from the client's point of view, thereby making it the focus of other banks who will try to copy its ways to acquire a part of its market place that it drew for itself in the environment and the activity that it works at.(Al-Zoubi ,2016,p65)

2. Research methodology

2.1 The research problem. The problem of this research starts with the clear lack of interest in the roles and practices of the strategic leaders in forming a market strategic role. With limited research available on leadership and leadership performance even on a theoretical level, perhaps the concerns that appear with regard to this issue are not yet enough to highlight the implications of this important area on which the organization's future depends and to remain as an active player in banking environment which it operates -if it was not targeting customer service and keeping them and the continuity of a positive relation with them, and to stay an active element in the economic activity that it does to get what it deserves representing as the terminal and become the attention of customers, competitors and other stakeholders with their presence.

2.1. The research questions. The search problem has focused on the following questions:

1. Is there a clear interest from the strategic leaders in the investigated organization for the role of banking marketing strategies?
2. Do these managers look at the leadership and performance of their organization with great interest as it is the one that ensures their survival, continuity, success and good achievement?
3. Do these managers look at the relationship between their practices in shaping the role of banking marketing strategies and achieving a leading performance in an appropriate degree of seriousness and care?

2.3. Research importance. To highlight the importance of the research is one of its targets, which represents the definition of two main variables(banking marketing strategies and the leading performance), and its dimensions, as well as the role played by those practices to enable the searched organization to play its roles and activities, allowing it to become one of the leaders in its market. Under this presentation for the goals in both theoretical and field, it is possible to say about the importance of the research which lies in the following:

- **Scientific importance** : the research can contribute to provide a theoretical framework covering the topics of banking marketing strategies and leading performance to benefit the researcher in the future.

-**Practical importance:** this will attempt to answer the questions about the role of banking marketing strategies in Jordanian banks to reach the levels of banking leadership performance.

2.4. Research Objectives.Are as follows:

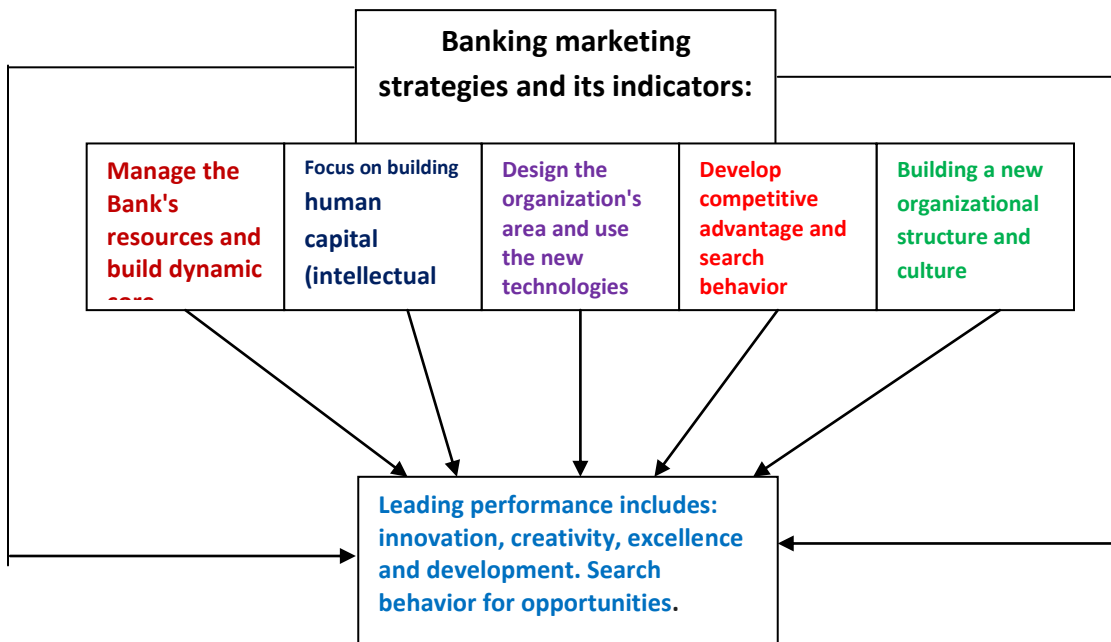
-because banking marketing represents to create the spirit of driving force, to generate motivation for creation, creativity, improvement, development and excellence, it includes multiple efforts by marketing men and is presented in banks as required to ensure the customer flow and flow in banking service easily, efficiently and effectively.

-because banking marketing occupies an important position in the banking corporation’s functional structure, as a result of taking responsibility for dealing with marketing problems, the most important of which is the opening of new branches of the bank, orprovide new banking services to its customers, or invest its funds in certain projects.

-Because, through various activities carried out inside and outside the bank, and in a manner that reflects positively on the achievement of financial and banking stability, which supports the status of the bank and its role in the money market, in the balanced growth of operations and banking transactions, quantitative and qualitative expansion of banking services and the proliferation of branches and agencies.

2.5. The Model and the Variables of the Study. Based on the research problem and as an indication of its importance and objectives, the researchers adopted the following default model, which reflects the nature and direction of relations between the main dimensions represented by the role of banking marketing strategies and leadership performance, which are as follows:

Figure 1. The Model of the Study



2.6. Research Hypotheses.The researchers adopted the following basic hypotheses:

First hypothesis: There is a significant correlation ($\alpha=0.05$) between the role of banking marketing strategies and the leading performance in Jordanian banks.

Second hypothesis: There is a significant effect at the level of importance ($0.05 = \alpha$) for the role of banking marketing strategies in the leading performance in Jordanian banks.

Third hypothesis: There is a mixed effect at the level of importance ($0.05 = \alpha$) for the role of banking marketing strategies in achieving institutional leadership in Jordanian banks.

2.7. Search limitations.

1. **Time limits:** The period is between 1/1/2016 and 1/7/2016.
2. **Spatial Limits:** The branches of the Bank of Jordan, Arab, Islamic Arab and Jordan Islamic, Cairo - Amman and Kuwait in the city of Irbid.
3. **Human Limits:** Managers (strategic leaders), which are the directors of the middle and upper administrations and members of the Board of Directors as well as the Chairman of the Board of the (60) individuals, and the questionnaire was distributed to them.
4. **Objective Limits:** This research will include two important topics: banking marketing strategies and leadership performance.

2.8. Research Methodology.

The researchers relied on analytical descriptive methods in completing this research due their compatibility to reach the desired objectives.

2.8.1. Data collection method. In his research, the researcher adopted the questionnaire as the appropriate tool to collect the data that he deem useful in completing field actions, and then reach the results for the purpose of stating his conclusions and giving recommendations on the relationship and impact between the two variables of the research sample. The researcher have benefited from Hitt (M. Keats, B. & Demarie) in defining the role of banking marketing strategies in Jordanian banks, as well as adopting the views of Al-Adwani and Mohammed (2010) in covering the questions of the performance measure after making some modifications to the process of measurement used.

3. The theoretical framework of research.

3.1. Banking strategic marketing

3.1.1. The definition of banking marketing. Concept of banking services marketing.

Banking marketing also reflects the main activity or effective function on which to determine the various criteria and foundations that determine the needs and desires of the market and to identify strategies for securing the loyalty of existing customers and gain new customers by understanding the manner of culture and knowledge basis to understand current and prospective competitors. (Al-Zoubi ,2017,p234)

Bank marketing is defined as "the process of aligning the bank's resources with the needs of customers to achieve the highest degree of efficiency and profitability." Marketing in most banks is the main focus of other banking functions and operations. The successful bank is able to meet customers, to understand the customer who is dealing with him, and the market in which he works, and to understand the objectivity of his strengths and weaknesses. The modern concept of banking marketing is seen as "studying the needs of current customers, and meet these needs while maintaining the appropriate profitability through the system of Larry comprehensive and integrated, and the existence of a sense of social responsibility of the bank. "(Sumaidaie& Othman, 2011),Banking marketing should be the principle on which the banking institution is managed and not merely an activity carried out by a management of that institution.

3.1.2. The importance of banking marketing.

Marketing activity consists of a range of activities including planning, direction and performance monitoring to develop the bank's competitive position within the banking market. This is done by maintaining existing customers and expanding customers through sophisticated and distinguished banking services. The increase in competition between Commercial Banks on the one hand and other financial institutions on the other, in addition to the rapid changes in the economic and social effects that govern the activity of these institutions, which in turn forced banks to keep up with these changes to keep its competitive position. (Abdel Hamid Al Maghraby. ,2009, p67)

3.1.3. The stages of banking marketing.

The application of concepts and methods of marketing did not happen once, rather it developed through several stages:

1. Promotion stage: The concept of marketing goes to the concept of advertising and public relations together. The marketing function has been defined in carrying out promotional activities. It is synonymous to the concept of promotion.

2. The stage of personal attention to customers: This phase is concerned about the bank's futility on promotional activity unless accompanied by a change on how the bank is regarded by the customers.
3. Renewal phase: The concept of banking marketing evolves into the concept of renewal, both in the quality of the services provided by banks and in the manner in which these services are provided, in order to achieve the greatest satisfaction of the unsatisfied needs of customers.

Marketing Systems Stage: Banks have been practicing marketing activities in the context of integrated information systems, marketing plans and control. The banks have also been interested in preparing and developing marketing research and marketing information systems and strengthening marketing communication systems. (Abbott, A. and Banerji, K. ,2003, p342) .

Social Concept of Marketing: This phase represents the latest stages in the development of banking marketing as a natural result of the growth of the movement of consumer protection and other social movements. The concept of marketing at this stage is the need to take the public interest of the community as a whole, the organization. (Maan Al-Maadidi., 2011, p122)& (Ian H. Wilson ,2006, p125)

3.1.4. Banking Marketing Planning:

Marketing planning includes a set of interrelated activities that can be summarized as follows: (NajiMaala, 2006).

1. Analyses on Competitive Bank Situation. This means identifying the strengths, weaknesses and problems facing the bank in achieving its objectives. The analysis of the competitive position includes several aspects including:

- Determining the scope of the current banking market.
 - Analysis of the evolution of the volume of banking activities.
 - Determining the Future Market Scope.
 - Definition of distribution channels.
 - Determine the nature of customers.
 - Analysis of the banking services provided.
2. Identifying Problems and Opportunities.
 3. Defining Objectives. areas of targeting at this stage include:
 - Goals of advertising messages.
 - The objectives of the new services, which will be developed in the future.
 - Customer service objectives (such as check collection / profit collection, etc.).
 - Objectives of recruitment and banking training.

Marketing Research Objectives. It should be noted here that the set of previous objectives is the only means through which the Bank aims to achieve the overall objective of the Foundation. (Leonard Wong at al, 2003, p213)

4. Defining Marketing Strategy.

5. **Designing the monitoring:** (Sumaidaie and Osman, 2011)

3.1.5. Banking Marketing Strategies:

Marketing strategy: means looking towards the long term in the preparation of plans and the characterization of the bank over a long period of years to come. "The strategy defines these decisions as directing the activity and drawing the framework and directing departments and branches and answering the various questions raised in all cases. In order to develop a marketing strategy, the banks differ in the performance of this role depending on the managers. Therefore, the preparation of any strategy in the bank is closely related to the extent of coordination and alignment with the overall objectives of the bank, so the strategy Suwaiqiyah is considered part of the general strategy and thus the bank depends on it in preparing the general plan for him in general and the marketing plan in particular. (Barbara. J.Davies , & Brent .Davies ,2004 , p65).

- 3.1.5.1. **Banking Plan:** This plan is based on programming and financial planning for the Bank's resources and capabilities to achieve the objectives within a certain period of time, in order to achieve the needs of the public administration through banking operations and achieve the bank's objectives in the banking market. In general, the banking plan is a general plan that must contain the three following elements:

- A. Economic tasks.
- B. Preparation of the banking plan.

C. Allocation of marketing resources.

2.5.1.3. Types of marketing strategy: There are three types of marketing strategies in the banking field: (Boal .K.B &Hooijberg .R ,2000 ,pp 515-550)

1. **Attacking strategy.** The strategy aims to achieve the expansion, spread, control and control of the banking market in a way that serves the Bank's current and future interests. It includes several sub-strategies:

* Geographic expansion strategy.

* Strategy for selecting markets.

*New Market Strategy.

* Market leadership strategy.

* Challenge Strategy.

* Banking dominance strategy.

* The strategy of innovative products seriously.

* The strategy of the industry of opportunities, customers and markets. (Boal .K.B &Hooijberg .R ,2000 ,pp 515-550)

2. **Defensive strategies:** strategies that avoid collisions with competing banks. It is advantageous to be satisfied with an undeveloped position in the banking market, focusing on not applying any new service or banking system and waiting for competitors' results. These strategies are called market dependency strategies or market niche strategy. (Boal .K.B &Hooijberg .R ,2000 ,pp 515-550)

3.**Marketing Rashad strategy:** It is based on the principle of reducing the cost to the minimum possible and thus maximizing the profit possible and depends on this strategy to reduce costs or maximize profit. (Katsuhiko Shimizu & Michael A. Hitt ,2004, pp44-59) .

3.1.6.Types of banking marketing services. It can be said that various and multiple banking services provided by the commercial bank to the public are limited to two main groups:

1. **Banking services provided to clients.** Such as of individuals, Cheque Cards, Open-Ended,The card of the man, Cash Cards, Bank transfers, Installment Purchase, Investment Management, Atamine Services, to act as Guardian, Tax Services, Open Current accounts, Deposit accounts, Draw on the statements, Safeguards Services, of guarantees, Travel Services, Sale and purchase of foreign exchange, Property Management, Doing agent work, Purchase and sale of securities, Atm.

2. **services provided to clients Such as:** of men and business facilities, Loans and credit facilities, Funding, Draw on the statements, Rental of machinery and equipment, Installment Purchase, Group Discount, Money transfer, Keep the money at night, External services, Open the documentary credit, Investment Service, Insurance Service, of guarantees, Provision of information, Provision of economic reports, Travel Services, External marketing Services, Accounting services, Tax Services, Payroll and pay Services, Sales Account Services.

4. Banking Service Strategies.

- Expanding banking strategy: Banking services are diversified and developed as modern Commercial Banks offer a wide range of banking services. The expansion of banking services means that the Bank will develop new services or develop existing services to suit the needs of customers. Such as certificates of deposit whose maturity or amounts are determined at the client's request. When adopting this strategy, the bank should take into account the legal aspects related to the new service and the ability of the bank to provide these services at a competitive level. (Boal .K.B &Hooijberg .R ,2000 ,pp 515-550)

- Strategy to reduce existing services: Based on this strategy, the bank focuses on the most profitable banking, and this strategy to address the volatility of banking as a result of seasonal changes or permanent demand for banking services, in cases of economic downturn, banks usually resort to investment in government bonds and reduce the size of loans.

- Focusing strategy on certain services / services: Due to the intensification of competition, some banks may focus on activity (or specific service, such as focusing their activity in a particular field on "investment or productive loans" or on a certain category of imported or high-income customers).

5. **Banking pricing strategies:** There are several strategies for the pricing process, including:

- High pricing strategy: a high price for service in the beginning, which is suitable for new services.

- Pricing strategy for penetration.

- Pricing by value.

- Method of addition to cost.

- Pricing by volume.
- Pricing at market price. (Ferrell, O. C.; Geoffrey Hirt & Linda Ferrell.,2006, p90)

6. Banking distribution strategies: The importance of distribution channels in banking services is to make the service closer to the customer and does not cost hardship to move to it or to bear the burden and effort to obtain or benefit from the services provided by the bank, where the bank distributes its services through two basic means: first, through the network the branches are spread inside and outside the country, and the other by allowing some banks or through private agencies in areas where there is no branch or branches, where these banks or agencies distribute their services such as the provision of the current account service on demand and time deposits and certificates of deposit and money transfers. When distributing banking services, banks use several methods, including: (Katsuhiko Shimizu & Michael A. Hitt ,2004, pp44-59)

A - Branches of the bank.

B - Automated dealing units: These units are used to deal in areas where it is difficult to open a branch or to be used on the dates when the bank closes its doors or to relieve the branches in the normal banking business such as deposits or withdrawals and self-disbursement and it operates 24 hours a day.

C - The banking agency system: A branch of a bank appoints some individuals or companies to provide some banking services on its behalf, in the name of the bank itself, when there is a shortage in the bank in employment or branches, or a shortage in the system of distribution network of banking services. (Ferrell, O. C.; Geoffrey Hirt & Linda Ferrell.,2006, p90)

D - Dealing System: Banks and their branches settle their debts with other banks in terms of their customers' transactions with them, according to a set of accounts for each bank at the other bank.

E - Providing advanced technical service: This is a modern stage using the computer, where the customer can use the possibilities provided by this computer through the connection of the computer and this computer accounts are reconciled with the bank account. (Katsuhiko Shimizu & Michael A. Hitt ,2004, pp44-59)

7. Promotion strategies: advertising and personal selling is the direct service by the bank employee to the customers through the distribution outlets approved by the bank, and because the service is not tangible or tangible, there is a need for personal communication between the bank and the user of the banking service which is the customer. The person providing it must be able to deliver the benefits of the service to the customer and the personal sale affects the prestige and reputation.

3.1.7. Implementing the banking marketing strategy: Achieving the objectives contained in the strategic plan of the bank requires preparation of a method to implement the strategic plan by choosing between the following two methods: (Sumaidaie and Othman, 2011).

- The method of excellence of services provided.
- The division of the market.

3.1.8. Strategic Leadership Concept.

Banking corporations in the 21st century needed the characteristics of strategic leadership and their practices to build the company's resources and capabilities (Katsuhiko Shimizu & Michael A. Hitt ,2004, pp44-59) , those aspects related to achieving leadership and survival. (Sumaidaie and Othman, 2011), Some of the definitions of strategic leadership, including a psychological feeling that is unambiguously directed to enhance the organization's potential in terms of unique and distinguished presence among competitors, and the direction to determine the relative strategic plans to increase the financial gain (profit) through competition (Hosmer, 1994,237). (Rowe, 2001.1). Effective strategic leadership in banks leads to creativity to become the path to life (Towill, 2008) and strategic leaders who develop and discover strategies and maintain them in a continuous state of maintenance, implementation, re-evaluation and revision (www.cci.org).

3.1.9. The role of banking marketing strategies .

The ability to quickly implement important strategic transformations requires strong leadership that has enough flexibility (Jim & Jeffery, 2001,46). There are many behaviors that help organizations move in the new competitive arena, and these behaviors can contribute directly or indirectly to achieving excellence and leadership of the organization and then achieve strategic success. Here comes the role of strategic leadership in its set of practices and its role in formulating the inefficient and efficient marketing strategies identified by (Hitt et al. ,1998, p26) as follows: (Jim Hatch & Jeffery Zweig ,2001, p97)

- Manage the Bank's resources with dynamic capacity building.
- Focus on building human capital (intellectual, cognitive, social and social).

- Designing the organization's field and using the new technologies effectively.
- Develop competitive advantage and search behavior for this feature.
- Building a new organizational structure and culture.
- Concern with precious strategies. (Katsuhiko Shimizu & Michael A. Hitt ,2004, pp44-59)

3.2. Leading performance.

The concept of pioneering and leading performance in the framework of the use of the term (Amerri and Al-Galabi, 2007, p168), all the characteristics and behaviors of business choice, planning, organization, risk tolerance and creativity in management are viewed (Ferrell et al., 2006, 164) as "Business for the purpose of achieving desired objectives ".(Al-Adwani and Muhammad, 2010, p7) see it as "the characteristic of the extent to which an individual (or organization) is distinguished in relation to his or her peers, which makes them the eyes of those peers to follow or join." Here, (Adwani and Mohammed) in defining the concept of entrepreneurship as a process that distinguishes individuals and organizations from other individuals or organizations competing.

As for the concept of performance, the view of the researcher was varied. Despite this multiplicity, the researcher found that performance in general is the end result of the activities of the individual or one of its units or the organization as a whole in the process of measurement with the objectives set (planned).On the efficient use of the Organization's various resources available for use to reach a required degree of effectiveness (Michael A. Hitt&R . Duane Ireland ,2002, p98) .Under the concepts of leadership on one hand and performance on the other hand, the concept of leadership performance can be defined as the results achieved by the organization or which it seeks to achieve after the efficient use of available resources and employ them in its various market-oriented or customer-oriented activities to ensure creativity and uniqueness, and thus leads to the achievement of competitive advantages to become a leader in its services to customers, and then become the leader of the sector in which it operates. (Ferrell, O. C.; Geoffrey Hirt& Linda Ferrell.,2006, p90)

3.2.1. Performance measurement.

He could only stand on two inputs: (Bilal Al-Sakarna, 2010,p76)& (Jim Hatch & Jeffery Zweig ,2001, p97)

- The first approach: Introduction (Dess et al., 2005, p426), which is known as the pioneering approach in banks, in which they point out that organizations seeking to be preoccupied with leadership issues in their business needs to reach a leading direction for themselves which refers to strategy formulation practices used by banks to achieve their targeted performance. (Dess et al.) Has identified five basic dimensions of their entry into search for access to leading performance. These dimensions are illustrated in the following table:

Table 2.Dimensions of leadership in banks

The dimension	The concept
Autonomy	It is the independent act of an individual or team that aims at introducing new concept of business or specific vision and brings them to a state of completion or perfection.
Creative or Innovative	The desire to introduce creativity through experimentation and creative processes aimed at developing new products and processes.
The initiative	Carries the characteristics of a forward-looking outlook for market Leadership that includes attempts to capture future opportunities.
Competitive attack	Which are intensive efforts to bypass competitors in the industrial sector and include offensive responses aimed at improving the situation or Exceeding threats in the market position.

The second approach, which was presented by (Al-Adwani and Muhammad, 2010), in which he explains the proposed measures to measure the leading performance of organizations of works, and includes this approach according to the viewpoint of these researcher, the following (Al-Adwani and Muhammad, 2010, p7-8):

1. Dependence on the tradition of other organizations of the products of an organization is an important indicator of its leadership, as well as indicators of measuring the descriptive performance and quantity referred to by many such as efficiency, efficiency, sales volume, market share and so on.
2. Adopting a set of sub-indicators to measure and improve pilot performance, as follows:
 - Ability to prepare and implement plans that led to the fulfillment of the Organization's mission and objectives

- Organizing organizational tasks to achieve optimal investment of the Organization's resources.
- Work to motivate employees to fully employ their abilities.
- Complete monitoring tasks to detect and remedy errors as they occur.
- Handling work errors to prevent it from being stopped.
- Possibility to improve the organization's leading performance if it can:
- Provide products to meet the needs of customers, and in order to continue to attract demand for its products and services.
- Increased cases of competitors' imitation of their products.
- Acquisition of a good market share that allows it to expand in the future.
- Increase the demand of employees from other organizations and their desire to work in them.
- Increase the loyalty of staff to reduce or limit their transition to other organizations. (Al-Adwani and Mohamed, 2010)

4. Statistical Analysis.

Test the hypotheses of the study. The following tables show the results of correlation and influence on the relationship between the main variables, as well as those relationships between the sub variables, as shown in the following table:

Table 1. Results of regression coefficients: lead performance in banking marketing strategies.

Variable	Regression coefficient B	Coefficient of correlation R	The coefficient Of determination R ²	Test T	SIG	Test F	SIG
Manage the Bank's resources with dynamic substantial capacity building	0.55	0.82	0.68	6.45	0.00	11.1	0.00

SIG<0.05

N = 60 Source: Results of the Statistical Program (SSPS)

It is clear from the table above that the value of B = 0.55 signifies the tendency of the variable management of the bank resources with building of dynamic capabilities with the intrinsic variable of the leading performance and the value of SIG = 0.000 which is smaller than 0.05, which means that this indicator of the first variable has a statistically significant effect on the value of T = 6.45 which is greater than the T table. F = 11.1 and SIG = 0.000 give the same interpretation and the same meaning. But the value of R = 0.82 which means that this factor has a positive and strong correlation with the leading performance. However, the value of R² is 0.68, which means that this factor accounts for 68% of the variance of the dependent variable and the remainder was interpreted by other factors.

Table 3. Results of regression coefficients: lead performance in banking marketing strategies.

Variable	Regression coefficient B	Coefficient of correlation R	The coefficient Of determinati on R ²	Test T	SIG	Test F	SIG
Focus on building human capital (intellectual, cognitive, social and social)	0.44	0.75	0.63	5.72	0.02	13.2	0.00

SIG<0.05

N = 60Source: Results of the Statistical Program (SSPS)

It is clear from the table above that the value of B = 0.44 signifies the tendency of the variable focus on building human capital (intellectual, cognitive, social and social) with the dependent variable leading performance and that the value of SIG = 0.002 is smaller than 0.05, which means that this is the indicator of the first variable. The value of T = 5.72 is larger than the T table. F = 13.2 and SIG = 0.000 give the same interpretation and the same meaning. R = 0.75 means that this factor has a positive and strong correlation with the leading performance. The value of R2 is 0.63, which means that this factor accounts for 63% of the variance of the dependent variable and the remainder was interpreted by other factors.

Table (2) Results of regression coefficients: lead performance in banking marketing strategies.

Variable	Regression coefficient B	Coefficient of correlation R	The coefficient Of determinatio n R ²	Test T	SIG	Test F	SIG
Design the organization's area and use the new technology effectively	0.32	0.58	0.53	4.02	0.02	6.03	0.00

SIG<0.05

N = 60Source: Results of the Statistical Program (SSPS)

It is clear from the table above that the value of B = 0.32 signifies the variable tendency of the organization's field design and the use of new technological techniques effectively with the dependent variable. The leading performance and the value of SIG = 0.02 is smaller than 0.05, which means that the first variable indicator has a statistically significant effect on performance. This is also shown by the fact that T = 4.02 values are greater than the T table. F = 6.03 and SIG = 0.000 give the same interpretation and the same meaning. R = 0.58 means that this factor has a positive and strong correlation with the leading performance. The value of R2 is = 0.53. This means that this factor explains 53% of the variance of the dependent variable and the remainder is explained by other factors.

Table 4. Results of regression coefficients: lead performance in banking marketing strategies.

Variable	Regression coefficient B	Coefficient Of correlation R	The coefficient Of determination R ²	Test T	SIG	Test F	SIG
Engage in valuable banking marketing strategies	0.64	0.84	0.70	6.78	0.00	15	0.00

SIG<0.05

N = 60Source: Results of the Statistical Program (SSPS)

It is clear from the table above that the value of B = 0.64 signifies the tendency of the variable of concern in the strategies of the marketing of precious banking with the dependent variable leading performance and that the value of SIG = 0.000 is smaller than 0.05, which means that this first variable has a statistically significant effect on the leading performance. The value of T = 6.78 is larger than the T table. F = 15.0 and SIG = 0.000 give the same interpretation and the same meaning. R = 0.84 means that this factor has a positive and strong correlation with the leading performance. R² = 0.70 means that this factor interprets 70% of the variance of the dependent variable and the remainder was interpreted by other factors.

Table 5. Results of regression coefficients: lead performance in banking marketing strategies.

Variable	Regression coefficient B	Coefficient of correlation R	The coefficient Of determination R ²	Test T	SIG	Test F	SIG
Building the structure and culture of new organizations	0.32	0.58	0.53	4.02	0.02	6.03	0.02

SIG<0.05

N = 60Source: Results of the Statistical Program (SSPS)

It is clear from the table above that the value of B = 0.32 signifies the tendency of the variable to construct a new organizational structure and culture with the dependent variable leading performance and the value of SIG = 0.02 is smaller than 0.05, which means that this first variable has a statistically significant effect on the leading performance. The value of T = 4.02 is larger than the T table. The value of F = 6.03 and SIG = 0.000 give the same interpretation and the same meaning. The value of R = 0.58 means that this factor has a positive and strong correlation with the leading performance. R² = 0.53 means that this factor accounts 53% of the variance of the dependent variable and the remainder was interpreted by other factors.

Table 6. Results of regression coefficients lead performance in banking marketing strategies.

Variable	Regression coefficient B	Coefficient of correlation R	The coefficient Of determination R ²	Test T	SIG	Test F	SIG
Building the structure and culture of new organizations	0.48	0.65	0.58	4.93	0.01	7.1	0.00

SIG<0.05

N = 60Source: Results of the Statistical Program (SSPS)

It is clear from the table above that the value of B = 0.48 signifies the tendency of developing the competitive advantage and the behavior of the search for this feature with the dependent variable leading performance and the value of SIG = 0.01, which is smaller than 0.05, which means that this first variable has a statistically significant effect on the performance. This is also evident from the fact that T = 4.93 is greater than the T table. F = 7.1 and SIG = 0.000 give the same interpretation and the same meaning. R = 0.65 means that this factor has a positive and strong correlation with the leading performance. The value of R2 is = 0.58, which means that this factor explains 58% of the variance of the dependent variable and the remainder is explained by other factors.

Table 7. Results of regression coefficients: lead performance in banking marketing strategies.

Variable	Regression coefficient B	Coefficient of correlation R	The coefficient Of determination R ²	Test T	SIG	Test F	SIG
practicing strategic leadership	0.69	0.89	0.73	7.01	0.00	22	0.00

SIG<0.05

N = 60Source: Results of the Statistical Program (SSPS)

It is clear from the table above that the value of B = 0.69 signifies that the variable of the strategic driving practices with the dependent variable is the leading performance and that the value of SIG = 0.000 is smaller than 0.05. This means that this first variable has a statistically significant effect on the leading performance. The value of T = 7.01 is larger than the T table. F = 22.0 and SIG = 0.000 gives the same interpretation and the same meaning. R = 0.89 means that this factor has a positive and strong correlation with the leading performance. R2 = 0.73 means that this factor accounts for 73% of the variance of the dependent variable and the rest was explained by other factors.

Accordingly, the contents of the table indicate the following:

a. The results of the correlation of the coefficients revealed that there is a significant correlation between the role of banking marketing strategies and the leading performance, which is based on the values of R (0.83), which is significant at (0.05). However, it should be noted that the preoccupation with valuable strategies has been associated with the highest degree of leadership performance, which proves the validity of the first hypothesis, as well as the discovery of their ability to influence as a result of these relationships.

b. (B) and (t) values indicate that there is a significant effect on the role of banking marketing strategies in the leading performance. However, there is a difference in the estimated effect of (B) transactions where the concern of valuable strategies is more influential than other practices in leading performance. This is because the preoccupation with these strategies is positively reflected in implementation, leading to leadership performance.

At the macro level, all simple regression equations are significant in terms of (F) with a value of (SIG) below a significant level of 0.05. The role of the above-average banking marketing strategies is explained in terms of (R²) ranging between (0.53 - 0.72) This is reflected in the weakness of the organization's interest in organizational dimensions and their preoccupation with competition and maintaining market share, if not increasing. On the level of organizational efficiency, the regression equation is significant in terms of (F) and the role of marketing strategies. In general, it is interpreted that the leading performance by interpretation coefficient (R²) amounting to (74%). There is 26% of the explanation which is not included in the regression model. It indicates that the model used the largest percentage signifying the validity of its selection, thus accepting the second and third main hypotheses of the research.

5. Conclusions and recommendations

5.1. Conclusions: The following conclusions were reached:

-Based on what is stated in the theoretical framework of the research, the role of the strategic leaders to influence the future of banking organizations and their survival through the formulation of the role of banking marketing strategies.

- With regard to leadership performance, it has been shown that researcher's efforts to define leadership performance measures have been limited.

- The role of banking marketing strategies has been linked to the indicators of benchmarking performance.

- The impact of the role of banking marketing strategies on leadership performance has been proven as much as it relates to the organizations in question.

- The researcher found that the role of banking marketing strategies in the leading performance in the surveyed organizations is different. This has been indicated to engage in valuable strategies.

5.2. Recommendations: Based on research findings, the following recommendations can be made:

1. The need to deepen the concepts of leadership among managers in organizations surveyed through training courses and development in this area.
2. Although the strategic leadership of the organizations investigated is a set of strategic practices, they should be promoted in a balanced manner to ensure more effective performance as a strategic leadership rather than focusing on specific practices.
3. The pursuit of pioneering performance is a method of working at the level of all activities, especially after it has been established in the field.
4. The researcher urges the Jordanian scientific competencies to deepen the study of the data of measuring the performance of the pioneer, thus reflecting on the Jordanian and Arab environment in an effective manner that ensures the continuity of organizations and their survival and excellence.

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