

The Role of E-Banking Services in Achieving Competitive Advantage - Foreign Banks in Jordan

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Abstract: -The purpose of the research is to identify the role of E-banking services in achieving competitive advantage. The study used descriptive and analytical methods. The target population in this study was top management - managers, directors, and heads of departments in foreign commercial banks of Jordan. A random sampling method was applied for the data collection using a five-Likert scale questionnaire. The study used different statistical methods to test hypotheses such as simple and multiple regressions. The study findings revealed that there is an impact of ATM, mobile banking, E-banking, electronic credit, and short message services in achieving competitive advantage. Finally, the study formulated recommendations for foreign commercial banks to offer more electronic services and to utilize technology to attract more customers.

Key-Words: - E-financial services, E-Banking, competitive Advantage, foreign commercial banks, mobile banking, electronic credit, Jordan

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1 Introduction

Commercial banks in developing countries play an effective role in their economic development. Most of the people in the Third World countries are engaged in traditional work. There is a shortage of capital. Foreign banks help in overcoming these obstacles and promoting the economy of such countries. Recently, the development of technological tools has changed the significance and objectives of communication and supported

new connection channels. Nevertheless, this improvement is called up in its opportunities and challenges for marketers and communication, especially in all sorts of business. This has led to a great shift by commercial banks to focus their efforts on expanding their services to meet the growing needs of customers. Commercial banks utilize technology to provide E-banking services to achieve a competitive advantage on the one hand and to increase their profit on the other hand. This

research aims to find the role of these services by foreign banks in their daily business to achieve a competitive advantage.

2 Research Problem

In recent years, technology and social media channels have been utilized by commercial banks to connect them with their customers using the Internet. From a business perspective, technology and social media networks have provided opportunities for commercial banks to help them promote their services. The banking sector in Jordan is considered one of the largest, most efficient, and highly competitive sectors in Jordan. Technology and social media forced commercial banks to the development of online banking services because they play an important role for them to achieve their competitive advantage. They are investing huge amounts of money to achieve progress in their business strategies to achieve competitive advantage by offering E-banking such as automatic teller machines, mobile banking, credit cards, e-banking, and short message services. It seems still there is little understanding of which technology and social media channels have added to businesses and which specific techniques were used to achieve competitive advantage.

3 Study Questions

1. What are the E-banking services offered by foreign banks?
2. What is the level of competitive advantage in foreign banks?
3. What is the role of the study of the independent variables on the dependent variable?

4 Study Importance

1. The importance of the selected sector for the study, which is considered one of the most important sectors in Jordan and highly contributes to the economic development.
2. The study provides a theoretical model that can improve the understanding of the variables used in this research.
3. Significance results, which can help the decision-makers in the foreign commercial banks in Jordan in determining the E-services to take advantage of these services to achieve competitive advantage in their work.

5 Study Objectives

1. To develop a model of how the independent variable has an impact on the dependent variable.
2. To determine the role of the study of the independent variables on the dependent variable.
3. To give a theoretical idea about the study variables.
4. Recommendations will be given based on results.

6 Research Methodology

Descriptive and analytical methodologies are used in this research. Data analysis is implemented to investigate the role of the independent variables on the dependent variable. The scientific research method is used for the practical side by answering research questions, examining the hypotheses, and getting the results out of a questionnaire that is developed by the researchers.

7 Population and Sample

The population of this study will consist of (6) foreign banks in Jordan. The target population will be from top management in the banking sector. The research involves all the individuals in these positions and will draw a sample according to the formulas used for this purpose.

8 Statistical Methods

Statistical tools that will be used in this research:

1. **Frequencies.**
2. **Percentages.**
3. **Means:** The average is perhaps the most commonly used method to describe a central tendency.
4. **Standard Deviation:** The standard deviation is a statistic that indicates how tightly all the items are gathered around the average.
5. **The Variance Inflation Factor Test (VIF):** is used to strengthen the study model.
6. **Multiple Regression:** predicting the dependent variable from several independent variables.

9 Research Model

Figure 1 illustrates the research model. The E-banking services present the independent variables, which include five dimensions (automatic teller machine, mobile banking, credit card, e-banking, and short message services). The competitive advantage presented the dependent variable.

Based on the research problem, a hypothetical study model that illustrates the role of independent variables on the dependent variable can be explained in Figure 1.

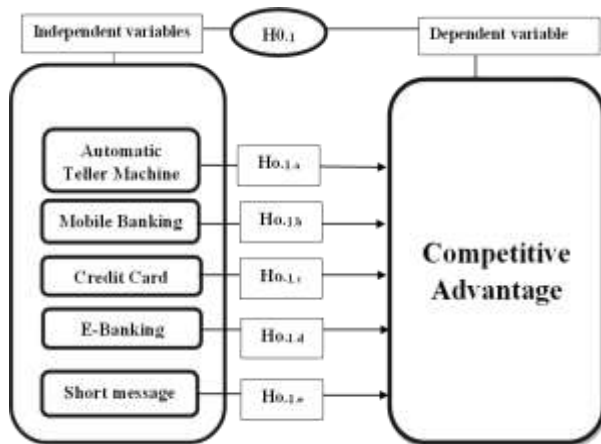


Fig. 1: Hypothetical Study Model
 Note: Developed by researchers according to previous studies.

10 Research Hypotheses

10.1 Main Hypothesis

Ho: There is no statistically significant role of E-banking services (automatic teller machine, mobile banking, credit card, e-banking, and short message services) in achieving competitive advantage ($\alpha \leq 0.05$).

10.2 Sub-Hypotheses

Ho1: There is no significant statistical role of automatic teller machines in achieving competitive advantage ($\alpha \leq 0.05$).

Ho2: There is no statistically significant role of mobile banking in achieving competitive advantage ($\alpha \leq 0.05$).

Ho3: There is no statistically significant role of credit cards in achieving competitive advantage ($\alpha \leq 0.05$).

Ho4: There is no statistically significant role of e-banking in achieving competitive advantage ($\alpha \leq 0.05$).

Ho5: There is no statistically significant role of short message services in achieving competitive advantage ($\alpha \leq 0.05$).

11 Previous Studies

The researcher has reviewed the previous studies in two variables:

- The E-financial services.

- Competitive advantage.

In, [1], the purpose of their research was to examine the impact of e-banking on achieving competitive advantage. A structured questionnaire was distributed to the study sample consisting of (209) Managers of three banks. The study concluded that there is an impact for e-banking services in achieving a competitive advantage in the banking sector in Jordan.

In, [2], the study aimed to make an analysis of customers' perception of e-banking services and the quality of the electronic financial services offered by these banks. The researcher designed a questionnaire and distributed 100 questionnaires; only 62% were returned. The study concluded that Albania used e-services in the banking system a little bit late as compared to other countries. The study recommends more services should be offered by commercial banks to achieve customer satisfaction.

According to, [3], the study objective was to show the level of quality of the E-Banking services in commercial banks. The sample was drawn from commercial banks to collect data from the population, which is, consists of 1900 respondents. A random sample was used, and 320 questionnaires were analyzed. The study results show that banks pay more attention to the quality of E-Banking services due to their role in competitiveness and improving performance.

According to, [4], this study aimed to investigate the banking sector in response to the challenges brought by Fintech startups. The method of modified (VIKOR) was used to evaluate performance gaps in the four major types of Chinese commercial banks. The improvement priorities, ranked from highest to lowest, are new business partners, new service concepts, organizational innovation, technological innovation, new customer interactions, and new revenue models. Strategies provided by researchers for the improvement banking industry in China and the implementation of changes in response to the impact of the Fintech revolution.

12 What Makes the Current Study so Distinguished?

What distinguishes the current study from previous studies is that the researchers have used two important variables in the dynamic business world in addition to the importance of each variable in the banking sector individually, while most of the previous studies take each variable separately. The

model which is developed by the researchers concentrates on the E-services as the independent variable and competitive advantage as the dependent variable.

13 Theoretical Framework

There is intense competition between banks in terms of facilities and the provision of distinguished services to customers to attract them and conduct dealings with them.

Given that banking services provided by banks are traditional, customer service is an area that carries a competitive advantage that makes the bank preferable to other banks and adds to it a competitive strength and an advanced position in the market, which makes banking services increase the competitiveness of banks for banks that use electronic services, [5]. It can be said that the successful bank is the one that seeks the new banking thinking that requires change and does not fear it and fight it. Modernization and development in the services provided by banks have become urgent to attract customers and increase profits.

14 The Concept of Electronic Financial Services

Electronic financial services are conducting banking operations by electronic means, i.e., using technology, communications, and new machines. Under this pattern, the customer will not be forced to move to the bank if he can do the business he wants from his bank from anywhere and at any time, [6].

14.1 Advantages of Electronic Financial Services

- The customer obtains the banking services he needs by using any agency of his choice at any time and place because banking work requires communication between the bank and the customer around the world.
- The speed of the customer's access to the banking service he needs.
- The pages viewed by the user of the Internet bank are designed in a simplified way because they are directed to a large segment of users who do not have the ability and patience to deal with complex instructions.
- The customer doesn't need to use any special system or device to obtain the banking services he needs.

- Expanding the bank's customer base by attracting new customers through the various electronic services provided, as well as retaining its customers between countries.

14.2 Dimensions of Electronic Financial Services

1- Automatic Teller Machine (ATM)

They are computerized communication devices that enable clients of financial institutions to access the financial services provided by those institutions without directly dealing with people from those institutions. Such as the expiration date and the personal identification number, the machines are distributed in different places connected to the bank's computer networks and used to obtain many different services, [7].

2- Mobile banking:

These are the banking services available through mobile phones, through the customer's use of a secret number that allows an individual to enter an account to inquire about account balances and avails other services, in implementation of any of the required banking services, [6].

3- Electronic credit cards

It is a card issued by a bank to a beneficiary and used for purchases with a delay in the payment process, [8].

4- E-Banking:

It was defined as a bank that allows customers to conduct their banking transactions at any time and place without having to go to the bank's headquarters or branches, and this is done through a secure website that is activated by the approved bank, [9].

5- SMS service

Defined as the customer's reception of short electronic messages of the movements that happen on the client's account to trace all transactions that are constantly taking place on the account, and according to Al-Hakim's study, this service is also called the "Mirsal" service, [7].

15 Competitive Advantage and its Concept

It was indicated by, [10], that it is the work, skills, means, and resources that an organization uses to outperform its competitors. In, [11], the author adds, that the organization can provide products or services that equal or exceed the expectations of the customer. Also, Porter stressed that the competitive advantage arises from the value that the

organization can create for its customers, as it can take the form of a low price or provide distinct benefits in the demolition compared to competitors, [12]. According to Porter, there are three ways to gain a competitive advantage for any organization, which are: the cost advantage, as the organization provides the same services as the competitors, but at lower costs, and the advantage of preference, which provides better services at the same prices as others.

15.1 Dimensions of Competitive Advantage

Competitive advantage is usually built through a set of sources which are the following:

1- Cost:

It is when the organization provides the same service as the competitors, but at lower costs, [13].

2- Quality:

It has been defined as doing the right job from the first moment with reliance on work evaluation to know the extent of perfection in performance, and it is the method used by organizations to achieve actual competitive advantage by moving in the right direction to achieving rapid growth and profits, [14].

3- Creativity:

In, [15], the author defines creativity as the management of all activities that include the generation and development of technology, the manufacture, and marketing of a new product or its improvement, or the manufacture of a process or equipment.

It is not only a new idea, the creation of a new device, nor the development of a new market, but the process of creativity is all these things in an integrated manner.

4- Responding to customers:

Customer response has been defined as a set of values related to speed, flexibility, and reliability of performance. The speed of response is an essential element in achieving customer satisfaction because it shortens the time consumed by the client. Flexible response means the ability to match changes in the market, where design innovations and sizes fluctuate in a very large way.

5- Reputation:

It is the good image of the organization that makes it superior to the public, [16].

Banking reputation consists of:

- Response: It is the willingness to help customers and provide them with appropriate services of the required quality. It is also the process of communication between individuals through appropriateness, empathy, and respect in banking services.

- The efficiency of the bank: that is, having the skills and knowledge required to complete the service.

- Credibility: It represents honesty, trust, and reputation in the management of the bank that provides its services.

- Banking security: that is, reducing the degree of risk and suspicion in banking transactions. Security is linked to the confidentiality of customer information related to their accounts.

16 The Role of Electronic Financial Services in Achieving Competitive Advantage

As the researchers mentioned in the theory above, commercial banks have adopted and are working to adopt a set of new electronic financial services, and these types of electronic services had a prominent role in enhancing their competitive advantage, because they achieved quality in providing services, and it was one of the things essential to keep pace with rapid developments in technology and communications,

Banks had to keep pace with the changes in the lifestyle of customers, which has become highly dependent on the Internet and smartphones to preserve developments at local, national, and global levels because the world has become interconnected with this technology. It also contributed to reducing costs for both the banks and the customers who benefited from these electronic services, and it enhanced the reputation of banks in the Jordanian market, which increased its market share.

We cannot deny the role it has played in satisfying customers, responding to them, and meeting their requests in terms of speeding up service provision, providing it at the appropriate time and place reducing efforts made by them, in addition to providing electronic services that meet their requests and make the process of their financial transactions flexible and very easy.

It was stated by, [17], that one of the motives for using electronic financial services is to meet the needs of competition to meet the demands of customers with the greatest degree of satisfaction and contentment. He also added that the competitive advantage of any bank is a main incentive for other banks to keep pace with it or sometimes surpass it, due to the similarity and conformity of banking services in all banks to a large extent.

17 Study Results and Data Analysis

17.1 Characteristics of the Study Sample

Table 1 (Appendix): Percentage Distribution of study sample by Gender, Age, Education, Position in the Company, and Experience (N=57)

17.2 Study Tool Stability

The stability of the questionnaire was measured by extracting the Cronbach Alpha coefficient to measure the coefficient of consistency of the scale paragraphs, and the value of the Cronbach Alpha coefficient among the toles was (0.975), and the variable of E-banking services (0.945), and for Competitive advantage (0.974). These values indicate the stability of the study tool.

Table 2 (Appendix): Correlation coefficients of the variable with the total degree of the variable (N =57).

17.3 Study Tool Validity

The validity of the study's performance was tested using the Guttman Split-Half Coefficient, where the value of the validity coefficient was (0.848), which indicates the validity of the study tool.

17.4 Correction Procedures

The estimates were given so that the number (5) means strongly agree, the number (4) agrees, the number (3) is neutral, the number (2) disagrees, and the number (1) strongly disagrees. To assess the degree of approval, it was carried out according to the following steps:

- Extraction of scale range ($5 - 1 = 4$).

Dividing the average scale by the number of required levels, which are three (high, medium, and low), $4 \div 3 = 1.33$, which is the length of the category, and thus the levels become:

- 1.00-2.33 Low approval score.
- 2.34-3.67 medium degree of approval.
- 3.68-5.00 high approval score.

17.5 Statistical Methods

The following statistical methods were used to process the data:

- Simple statistical methods are represented in frequencies, percentages, arithmetic means, and standard deviations.
- Multiple and Simple regression analysis.

17.6 Results

17.6.1 Descriptive Results

1. E-banking services

Table 3 (Appendix): Means, standard deviations, and degree of E-banking services.

Data from Table 3 (Appendix) shows that there is a High degree of E-banking services, with the average of the total answers (4.46) and standard deviation (0.43). At the level of the Dimensions is noted that the highest degree for E-banking with an average of answers (4.54) and a standard deviation (of 0.52), Then, The second degree is ATM with an average of answers (4.52) and a standard deviation (of 0.39), while the lowest scores for Electronic Credit card with average answers (4.38) and standard deviation (0.51).

Results according to the paragraphs: Table 4 (Appendix): Means, standard deviations, and degree of policies in the E-banking services.

Table 4 (Appendix) shows that the highest degree of approval was for paragraph No. (12) with an arithmetic mean (4.65) and a standard deviation (0.49) and states " Do you think that your ability to manage your personal account from anywhere has increased the spread of electronic banking", and in the second order came paragraph No. (5) with an arithmetic mean (4.63) and standard deviation (0.55) and states "The ease of use of the automated teller machine has led to an increased reliance on it to carry out financial transactions". While the lowest degree of approval was for paragraph no. (18) came with an arithmetic mean (4.12) and a standard deviation (0.78), and states: "The policy of capping the amounts charged to these cards has increased the reliability of this service".

2. Competitive advantage

Table 5 (Appendix): Means, standard deviations, and degree of Competitive advantage.

Table 5 (Appendix) shows that there is a high degree of approval of the Competitive advantage in general, as the total responses equaled (4.33) and the standard deviation was (0.56). At the level of the variable paragraphs, we note that the highest degree of approval was in paragraph No. (23) with an arithmetic mean (4.56) and a standard deviation (0.57) and states " The Bank is working on the design of production processes properly to achieve the best possible level of services", and in the second order came paragraph No. (11) with an

arithmetic mean (4.53) and standard deviation (0.50) and states " The Management relies on the speed of service providing as a competitive advantage". While the lowest degrees of approval for paragraph No. (9) came with an arithmetic mean (3.79) and a standard deviation (1.19), and states " Bank services cost less than the cost of other banks' services".

18 Testing Hypothesis

To test the main study hypothesis and the sub-hypotheses, linear regression analysis was used, and for the use of linear regression analysis, two conditions must be met, namely, there is no correlation between the independent variables, and the other is to follow the data of the independent variable for a normal distribution, so the VIF, Tolerance, and Skewness test were conducted to ensure that the data fit the assumptions of the regression analysis, as follows:

- It was confirmed that there was no high multicollinearity between the independent variables by using the Variance Inflation Factor (VIF) test and the Tolerance test for each of the independent variables, considering that the VIF did not exceed the value (10) The value of the Tolerance test is greater than (0.05).

- It was confirmed that the data follow the normal distribution by calculating the Skewness coefficient. If the value of the skewness coefficient lies between (-3 and 3), this indicates that the data follow the normal distribution.

Table 6 (Appendix): The results of the tests of the variance inflation factor, the permissible variance factor, and the skewness factor

18.1 The Main Hypothesis

Ho: There is no statistically significant role of E-banking services (automatic teller machine, mobile banking, credit card, e-banking, and short message services) in achieving competitive advantage ($\alpha \leq 0.05$).

Table 7 (Appendix): Results of a multiple regression analysis of an impact test of E-banking services (automatic teller machine, mobile banking, credit card, e-banking, and short message services) in competitive advantage

The results of the multiple regression analysis indicate the existence of a positive impact of E-banking services on the competitive advantage, as the value of the correlation coefficient reached (0.853), which is a statistically significant effect, as the value of (F) reached (27.221) and with a level

of significance (0.000). The value of the coefficient of determination (R^2) indicates that (72.7%) of the variance in competitive advantages is due to the E-banking services (automatic teller machine, mobile banking, credit card, e-banking, and short message services). The values of (T) indicate that just the Electronic Credit card has a positive impact on the competitive advantage with (T=3.391) and (Sig=0.001).

18.2 The First Sub-Hypotheses

Ho1: There is no significant statistical role of ATM in achieving competitive advantage ($\alpha \leq 0.05$).

Table 8 (Appendix): Results of a simple regression analysis of an ATM in achieving competitive advantage the results of the simple regression analysis indicate the existence of a positive effect of ATM in achieving competitive advantage, as the value of the correlation coefficient reached (0.645), which is a statistically significant effect, as the value of (F) reached (39.193) and with a level of significance (0.000). The value of the coefficient of determination (R^2) indicates that (41.6%) of the variance in competitive advantages is due to the ATM. The value of the regression coefficient (B=0.912) indicates the negative effect, where the value of (T=6.260) is statistically significant.

18.3 The Second sub hypothesis

Ho2: There is no statistically significant role of mobile banking in achieving competitive advantage ($\alpha \leq 0.05$).

Table 9 (Appendix): Results of a simple regression analysis of mobile banking in achieving competitive advantage. The results of the simple regression analysis indicate the existence of a positive effect of mobile banking in achieving competitive advantage, as the value of the correlation coefficient reached (0.334), which is a statistically significant effect, as the value of (F) reached (6.893) and with a level of significance (0.011). The value of the coefficient of determination (R^2) indicates that (11.1%) of the variance in competitive advantages is due to mobile banking. The value of the regression coefficient (B=0.264) indicates the positive effect, where the value of (T=2.626) is statistically significant.

18.4 The Third Sub Hypothesis

Ho3: There is no statistically significant role of E-banking in achieving competitive advantage ($\alpha \leq 0.05$).

Table 10 (Appendix): Results of a simple regression analysis of E-banking in achieving

competitive advantage. The results of the simple regression analysis indicate the existence of a positive effect of E-banking in achieving competitive advantage, as the value of the correlation coefficient reached (0.748), which is a statistically significant effect, as the value of (F) reached (69.863) and with a level of significance (0.000). The value of the coefficient of determination (R^2) indicates that (56.0%) of the variance in competitive advantage is due to E-banking. The value of the regression coefficient ($B=0.795$) indicates the positive effect, where the value of ($T=8.358$) is statistically significant.

18.5 The Fourth Sub Hypothesis

Ho4: There is no statistically significant role of Electronic Credit Cards in achieving competitive advantage ($\alpha \leq 0.05$). Table 11 (Appendix): Results of a simple regression analysis of an Electronic Credit card in achieving competitive advantage the results of the simple regression analysis indicate the existence of a positive effect of an Electronic Credit card in achieving competitive advantage, as the value of the correlation coefficient reached (0.836), which is a statistically significant effect, as the value of (F) reached (127.602) and with a level of significance (0.000). The value of the coefficient of determination (R^2) indicates that (69.9%) of the variance in competitive advantage is due to the Electronic Credit card. The value of the regression coefficient ($B=0.909$) indicates the positive effect, where the value of ($T=11.296$) is statistically significant.

18.6 The Fifth Sub Hypothesis

Ho5: There is no statistically significant role of short message services in achieving competitive advantage ($\alpha \leq 0.05$).

Table 12 (Appendix): Results of a simple regression analysis of short message services in achieving competitive advantage. The results of the simple regression analysis indicate the existence of a positive effect of short message services in achieving competitive advantage, as the value of the correlation coefficient reached (0.702), which is a statistically significant effect, as the value of (F) reached (53.474) and with a level of significance (0.000). The value of the coefficient of determination (R^2) indicates that (49.3%) of the variance in competitive advantage is due to the short message services. The value of the regression coefficient ($B=0.854$) indicates the positive effect,

where the value of ($T=7.313$) is statistically significant.

19 Conclusion

The results show that there is a high degree of E-banking services with the average of the total answers (4.46) and standard deviation (0.43). At the level of the dimensions, it is noted that the highest degree for E-Banking with an average of answers (4.54) and standard deviation (0.52). The results show that there is a high degree of approval of the E-Banking services in general and the results show that there is a high degree of approval of the competitive advantage in general.

The main hypothesis shows that electronic credit cards have a positive impact on the competitive advantage with ($T = 3.391$) and ($\text{sig.} = 0.001$). The results of the simple regression analysis indicate the existence of a positive impact ATM in achieving competitive advantage as the level of significance (0.000). The results also indicate that there is a positive impact of mobile banking in achieving competitive advantage at the level of significance (0.011). Finally, the results indicate that there are positive impacts of E-banking, Electric credit cards, and short message services as the level of significance for the (0.000), (0.000), and (0.000) respectively.

20 Recommendations

Based on the results, the study revealed the following recommendations:

- The top management in foreign commercial banks should use the latest technology of services to attract more customers, especially after COVID-19.
- Foreign commercial banks must conduct specialized training programs for the employees on the latest technology to improve their knowledge and their skills to serve customers within no time.
- Foreign commercial banks should use the methods of distance services by increasing the number of online services.
- Foreign commercial banks should fix more ATMs in different places in the capital Amman and governorates.
- Foreign commercial banks should utilize the services of mobile phones to offer more online services to customers.

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Appendix

Table 1. Percentage Distribution of Study Sample by Gender, Age, Education, Position in the Company, and Experience (N=57)

	Variable	Frequency	Percent
Gender	Male	47	82.5
	Female	10	17.5
Age	from 20 to 30	2	3.5
	from 31 to 40	33	57.9
	from 41 to 50	21	36.8
	51 and over	1	1.8
Education	Diploma	2	3.5
	Bachelor's degree	42	73.7
	Graduate studies (Masters, Ph.D.)	13	22.8
Position in the Company	Manager	20	35.1
	Head of a department	22	38.6
	Employee	11	19.3
	Others	4	7.0
Experience	1-5	4	7.0
	6-10	5	8.8
	11-15	3	5.3
	15 and above	45	78.9

Table 2. Correlation Coefficients of the Variables

Variable	Number of Paragraphs	Correlation coefficients
E-banking services	24	0.945
Competitive advantage	23	0.974
All Paragraph Toles	47	0.975

Table 3. Means, SD, and Degree of E-banking Services

#	Dimensions	mean	standard deviation	rank	degree of application
1.	ATM	4.52	0.39	2	High
2.	Mobile banking	4.42	0.71	4	High
3.	E-banking	4.54	0.52	1	High
4.	Electronic Credit card	4.38	0.51	5	High
5.	Short message services	4.44	0.46	3	High
	Grand Total	4.46	0.43	-	High

Table 4. Means, SD, and Degree of Policies in the E-banking Services

#	Paragraph	mean	standard deviation	rank	degree of application
1.	ATMs provide you with sufficient amounts for your daily needs	4.60	0.56	4	High
2.	ATMs keep your information confidential	4.58	0.57	6	High
3.	Spread the ATM on the confidentiality of your information	4.25	0.63	23	High
4.	The diversity of ATM services reduces time and effort	4.54	0.50	8	High
5.	The ease of use of the automated teller machine has led to an increased reliance on it to carry out financial transactions	4.63	0.49	2	High
6.	The availability of free mobile phone service from the bank helped encourage its use	4.58	0.68	5	High
7.	Do you think that the possibility of using this service inside and outside the Kingdom encouraged its use?	4.49	0.68	12	High
8.	Do you think that carrying out financial operations on your own account from anywhere and at any time has increased the flexibility of the service?	4.30	1.03	21	High
9.	Do you think that the increase in the use and spread of smartphones contributed to the increase in the use of this service?	4.44	0.78	15	High
10.	Do you think that the security policies adopted by the bank encouraged you to manage your account from a mobile phone?	4.28	0.88	22	High
11.	Do you think that the diversity of services provided via the Internet has increased the reliance on this service?	4.63	0.49	3	High
12.	Do you think that your ability to manage your personal account from anywhere has increased the spread of electronic banking?	4.65	0.55	1	High
13.	Do you think the speed of conducting transactions electronically compared to going to the bank made it more reliable for you?	4.54	0.57	9	High
14.	Do you think that not being bound by a specific time for transactions has increased the flexibility of the service?	4.53	0.66	10	High
15.	The global trend to adopt electronic banking services made you head to it to keep pace with the rapid developments	4.37	0.70	18	High
16.	Do you think that the flexibility of using credit cards on all e-marketing sites has increased the demand for them?	4.39	0.59	16	High
17.	The security policies adopted by the bank have increased reliance on credit cards	4.35	0.67	19	High
18.	The policy of capping the amounts charged to these cards has increased the reliability of this service	4.12	0.78	24	High
19.	The nature of working life and the need for quick shopping has made this card a modern necessity	4.53	0.57	11	High
20.	The ease of use of these cards increased the speed of their spread	4.49	0.50	13	High
21.	Sending a short message from the bank after every financial movement of withdrawal and deposit leads to your feeling of safety	4.56	0.57	7	High
22.	The bank follows up on financial movements and sends a short message to the beneficiary to make him feel of bank's communication with him and its interest in him	4.47	0.50	14	High
23.	Sending advertisements via a short message helps to introduce the beneficiary to the new services	4.33	0.66	20	High
24.	The bank's communication with the beneficiary 24/7 increased the quality-of-service provision	4.39	0.59	17	High
	Grand Total	4.46	0.43	-	High

Table 5. Means, SD, and degree of Competitive advantage

#	Paragraph	mean	standard deviation	rank	degree of application
1.	The Bank uses various methods to improve quality	4.39	0.59	10	High
2.	The Bank uses several methods for quality control	4.35	0.58	13	High
3.	The Bank uses the ISO standards for quality assurance	4.35	0.72	11	High
4.	The Bank is working on the design of production processes properly to achieve the best possible level of services	4.28	0.67	16	High
5.	The management is keen on having the right staff in the right place	4.25	0.76	18	High
6.	The Bank uses the available resources in an economical and rational manner	4.25	0.71	19	High
7.	The management uses research and development to modernize its production processes to reach goals at the lowest cost	4.18	0.78	21	High
8.	Bank benefits from large economies of scale and optimal use of resources	4.21	0.70	20	High
9.	Bank services costs less than the cost of other banks' services	3.79	1.19	23	High
10.	The bank seeks to provide services to customers as soon as possible	4.46	0.57	6	High
11.	The Management relies on the speed of service providing as a competitive advantage	4.53	0.50	2	High
12.	The bank considers the speed in providing the service as part of the service itself	4.49	0.57	3	High
13.	The bank has a quick in providing service compared to other banks	4.14	0.81	22	High
14.	The bank is characterized by a high ability to respond to the needs of all categories of customers	4.32	0.74	14	High
15.	The Bank has a quick response to developments in the banking field	4.32	0.74	15	High
16.	The bank is distinguished by its rapid response to developments in the banking field	4.28	0.77	17	High
17.	The Bank has a wide range of banking operations and activities that meet the different needs of different categories of customers	4.40	0.68	9	High
18.	The Banks emphasize that customers are the most important component of their goals	4.47	0.63	4	High
19.	The Banks strive to make the services they provide distinguished and work continuously to fulfill their obligations toward their customers	4.35	0.69	12	High
20.	The Bank uses various methods to improve quality	4.46	0.57	7	High
21.	The Bank uses several methods for quality control	4.42	0.78	8	High
22.	The Bank uses the ISO standards for quality assurance	4.46	0.63	5	High
23.	The Bank is working on the design of production processes properly to achieve the best possible level of services	4.56	0.57	1	High
	Grand Total	4.33	0.56	-	Low

Table 6. Test Results of the variance inflation factor, the permissible variance factor, and the skewness factor

Independent Variable	Tolerance	VIF	Skewness
ATM	0.396	2.528	-0.308
Mobile banking	0.679	1.474	-1.505
E-banking	0.286	3.500	-0.715
Electronic Credit card	0.125	8.021	-0.142
Short message services	0.294	3.403	0.287

Table 7. Results of a Multiple Regression Analysis of the Independent Variables

Dependent variable	R	R ²	F	Sig.	Independent variable	B	T	Sig.
competitive advantage	0.853	0.727	27.221	0.000*	ATM	0.027	0.164	0.870
					Mobile banking	0.124	1.761	0.084
					E-banking	0.244	1.675	0.100
					Electronic Credit card	0.764	3.391	0.001*
					Short message services	0.058	0.354	0.725

* Impact is significant at ($\alpha \leq 0.05$) level.

Table 8. Results of a Simple Regression Analysis of ATM

Dependent variable	R	R ²	F	Sig.	Independent variable	B	T	Sig.
competitive advantage	0.645	0.416	39.193	0.000*	ATM	0.912	6.260	0.000

* Impact is significant at the ($\alpha \leq 0.05$) level.

Table 9. Results of a Simple Regression Analysis of Mobile Banking

Dependent variable	R	R ²	F	Sig.	Independent variable	B	T	Sig.
competitive advantage	0.334	0.111	6.893	0.011	mobile banking	0.264	2.626	0.011*

* Impact is significant at the ($\alpha \leq 0.05$) level.

Table 10. Results of a Simple Regression Analysis of E-banking

Dependent variable	R	R ²	F	Sig.	Independent variable	B	T	Sig.
competitive advantage	0.748	0.560	69.863	0.000*	E-banking	0.795	8.358	0.000*

* Impact is significant at the ($\alpha \leq 0.05$) level.

Table 11. Results of a Simple Regression Analysis of Electronic Credit Card

Dependent variable	R	R ²	F	Sig.	Independent variable	B	T	Sig.
competitive advantage	0.836	0.699	127.602	0.000*	Electronic Credit card	0.909	11.296	0.000*

* Impact is significant at the ($\alpha \leq 0.05$) level.

Table 12. Results of a Simple Regression Analysis of Short Message Services (SMS)

Dependent variable	R	R ²	F	Sig.	Independent variable	B	T	Sig.
competitive advantage	0.702	0.493	53.474	0.000*	Short message services	0.854	7.313	0.000*

* Impact is significant at the ($\alpha \leq 0.05$) level.

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Conflict of Interest

The authors have no conflict of interest to declare.

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