

CHAPTER FOUR

EMPIRICAL ANALYSIS AND HYPOTHESES TESTING

This chapter presents the analysis and interpretations of the data gathered by the researcher concerning some parameters for measuring advertising efficiency and effectiveness in the Palestinian banking sector. The data which was obtained through the three questionnaires designed by the researcher involved the following banks: Bank of Palestine, Commercial bank of Palestine, Palestine investment bank, Arab Islamic bank, Jerusalem development and investment bank, Arab Palestinian investment bank, Palestine International bank, Palestine Islamic bank, Al Aqsa Islamic bank, Palestine Banking Corporation, Cairo Amman bank, Arab bank, Bank of Jordan, Egyptian Arab land bank, Commercial Bank of Jordan (Jordan Gulf bank), Jordan national bank, Housing bank of trade and finance, Jordan Kuwaiti bank, Union bank for saving and investment, The Principal bank of development and agricultural credit, and HSBC bank middle east. Then, this chapter offers a statistical treatment of this data. In addition, it outlines a test of the study hypotheses.

4.1 Does the data gathered from the three questionnaires follow normal distribution?

According to One-Sample Kolmogorov-Smirnov Test of the questionnaire related to bank managements, the data gathered follows the normal distribution because the Asymp. Sig. (2-tailed) is more than (5%) in all parts, as shown in table (4.1). So, the researcher used parametric tests.

Table (4.1)

One-sample Kolmogorov-Smirnov test of the data gathered from bank management respondents

Item	Kolmogorov – Smirnov Z	Asymp. Sig. (2-tailed)
External and internal environments	0.921	0.364
Bank advertising objectives	0.797	0.550
Allocation of bank advertising budget	0.845	0.473
Bank advertising message formulation	0.614	0.846
Bank advertising media	0.610	0.851
Evaluation of bank advertising	0.987	0.284
The average of the previous six parts	0.603	0.860

Source: results of questionnaires' analysis

In the questionnaire related to the advertising agencies, the data gathered follows the normal distribution because the Asymp. Sig. (2-tailed) is more than (5%) in all parts, as shown in table (4.2). So, the researcher used parametric tests.

Table (4.2)

One-sample Kolmogorov-Smirnov test of the data gathered from advertising agency respondents

Item	Kolmogorov – Smirnov Z	Asymp. Sig. (2-tailed)
External and internal environments	0.680	0.744
Bank advertising objectives	0.990	0.281
Allocation of bank advertising budget	0.640	0.807
Bank advertising message formulation	0.898	0.395
Bank advertising media	0.498	0.965
Evaluation of bank advertising	1.205	0.110
The average of the previous six parts	0.837	0.485

Source: results of questionnaires' analysis

In the questionnaire related to the clients, the data gathered is does not follow the normal distribution because Asymp. Sig. (2-tailed) is less than (5%) as shown in table (4.3). Thus, the researcher used non-parametric tests.

Table (4.3)

One-sample Kolmogorov-Smirnov test of the data gathered from client respondents

Item	Kolmogorov – Smirnov Z	Asymp. Sig. (2-tailed)
Bank advertising message formulation	2.302	0.000
Bank advertising media	4.671	0.000
The average of the previous two parts	2.111	0.000

Source: results of questionnaires' analysis

4.2 Hypotheses Testing

First Hypothesis: There is a statistically significant relationship between external and internal environments and bank advertising efficiency (inputs / outputs) and effectiveness

- Advertising Efficiency:

As mentioned earlier in chapter three, the researcher used EMS software program for measuring bank advertising efficiency.

Table (4.4) shows the efficiency scores for each DMU, benchmark, and slacks of inputs and outputs of internal and external environment to measure advertising efficiency.

From the previous table, it is noticed that (13) banks out of (20) are inefficient in taking into account the importance of internal and external environment to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).

In addition, the table shows the benchmark. For example, DMU's in lines 2, and 19 are those units which generate (by linear combination with those factors in brackets) the "fictive unit" to which F3 is compared. F3 is less efficient than this "fictive unit" (benchmark). Those numbers in brackets for the benchmarks are exactly the positive

components of Z. none of them can be seen to be "best" or "least". Each DMU stated there is DEA efficient and belongs to the set of DMUs to which the inefficient DMU under consideration was compared.

Moreover, Slack analysis results are reported in the table. The most slack entries are positive, implying that bank management did not benefit from SOWT analysis of internal and external environment. Also, bank management can increase its outputs through taking into account the importance of SOWT analysis of internal and external environment. Such situation can increase bank advertising efficiency. We can decrease inputs to get the same outputs, or we can increase outputs with the same inputs.

- Advertising Effectiveness:

Table (4.5) shows the level of external and internal environment effectiveness in Palestine from bank management point of view.

Table (4.5)

The level of external and internal environment effectiveness in Palestine from bank management point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Bank management need to evaluate its strengths and weaknesses of each department periodically.		30	15	40	15	2.60	Disagree

Bank management need to identify the opportunities and threats.	5	35	10	35	15	2.80	Disagree
Bank management adapt themselves to the external environment.	20	35	15	20	10	3.35	Disagree
Bank management review information derived from the environment continuously		25	5	55	15	2.40	Disagree
Bank management forecast conditions that will exist within a bank's environment at some future time.	5	25	25	25	20	2.70	Disagree
Bank management take into consideration features of their demographic environment such as age distribution, regional variation, and gender for developing advertising program.		15	20	50	15	2.35	Disagree
Technological skills and modern equipment are used when making advertising decision.	5	25	15	35	20	2.60	Disagree
Bank management take into account its social environment such as reference groups and family for developing advertising program.		35	15	35	15	2.70	Disagree
Developing bank advertising program depend on evaluation of Cultural environment such as beliefs, values, and norms.		35	5	45	15	2.60	Disagree
Data and information about economic environment such as income level of target audience is used for developing advertising program	5	45	10	25	15	3.00	Disagree
Developments in political environment such as laws, and pressure groups are considered when making advertising decisions.	10	35	10	30	15	2.95	Disagree
Total mean of external and internal environments	2.7318						
Interpretation of total mean of external and internal environments	Disagree						

Source: results of questionnaires' analysis

From advertising agency point of view, the following table shows the level of external and internal environment effectiveness in Palestine.

Table (4.6)

The level of external and internal environment effectiveness in Palestine from advertising agency point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Our agency should evaluate strengths and weaknesses of each bank periodically.	16.7				83.3	1.67	Disagree
Our agency should identify the opportunities and threats.	16.7				83.3	1.67	Disagree
Our agency adapts themselves to the external environment.		50			50	2.5	Disagree
Our agency reviews information derived from the environment continuously.		50			50	2.5	Disagree

Our agency forecast conditions that will exist within a bank's environment at some future time.		16.7	16.7		66.7	1.83	Disagree
Total mean of external and internal environments	2.0333						
Interpretation of total mean of external and internal environments	Disagree						

Source: results of questionnaires' analysis

In table (4.5), the great majority of the respondents of bank managements (55%) disagreed that bank management need to evaluate its strengths and weaknesses of each department periodically, while (30%) of them agreed, and the remaining (15%) said no opinion. The mean value is equal to (2.60), which reveals that the majority “disagree” that bank management need to evaluate its strengths and weaknesses of each department periodically. From advertising agency respondents point of view, the great majority of the respondents of advertising agencies (83.3%) strongly disagreed that agency should evaluate strengths and weaknesses of each bank periodically, while (16.7%) of them strongly agreed as shown in table (4.6). The mean value is equal to (1.67), which reveals that the majority “disagree” that agency should evaluate strengths and weaknesses of each bank periodically.

Also, the big percentage of the respondents (50%) disagreed that bank management need to identify the opportunities and threats, while (35%) of them agreed, as shown in table (4.5). The data also shows that there were variations in evaluation resulting in a mean of (2.80), which reveals that bank managements disagreed that bank management need to identify the opportunities and threats. From advertising agency respondents point of view, the great majority of the respondents (83.3%) strongly disagreed that agency should identify the opportunities and threats as shown in table (4.6), while (16.7%) of them strongly agreed. The data also shows that there were variations in evaluation resulting in a mean of (1.67), which reveals that agency should identify the opportunities and threats.

In general, most bank managements did not adapt themselves to the external environment as shown in table (4.5) (when the Test value is equal to 3.5). The big percentage of the respondents (45%) agreed that bank managements adapt themselves to the external environment, while (30%) of them disagreed. The data also reveal that there were differences in perception as the mean value was (3.35), revealing that bank managements adapt themselves to the external environment. From advertising agency respondents point of view, in general, (50%) of the respondents agreed that agency adapts themselves to the external environment, and another (50%) of them strongly disagreed. The data also reveal that there were differences in perception as the mean value was (2.5), revealing agency adapts themselves to the external environment. Table (4.7) enhances the previous results. It presents banks’ management reaction towards environmental changes. From figures, the

big percentage of respondents (45%) said that banks' management reaction towards environmental changes are waiting, observing and then responding. (25%) of them agreed with the statement "we try to identify alternative prospective advertising policies and then attempt to implement one of them". (20%) of them reported expectation and adaptation, and the remaining (10%) said that we don not depend on realistic future scenario prediction, but we try to achieve the goal we set. This result is a strong indication about the traditional concept of bank advertising and marketing.

Table (4.7)

Banks' management reaction towards environmental changes

Item	Frequency	Percentage
Waiting, observing and then responding	9	45
Expectation and adaptation	4	20
We try to identify alternative prospective advertising policies and then attempt to implement one of them	5	25
We don not depend on realistic future scenario prediction, but we try to achieve the goal we set	2	10
Total	20	100

Source: results of questionnaires' analysis

In addition, as shown in table (4.8), the majority of respondents (50%) said that bank's reaction towards changes in competing banks advertising is nothing, while (30%) of them said continuous improvement of your advertising effort to sustain market leadership, and the remaining (20%) agreed with the statement that we imitate the competitors in case their advertising succeeds. This is another indication about the traditional bank management.

Table (4.8)

Bank's reaction towards changes in competing banks advertising

Item	Frequency	Percentage
Nothing	10	50
We imitate the competitors in case their advertising succeeds	4	20
Continuous improvement of your advertising effort to sustain market leadership	6	30
Total	20	100

Source: results of questionnaires' analysis

Moreover, as shown in table (4.5), the great majority of the respondents (70%) disagreed that bank management review information derived from the environment continuously, while (25%) of them agreed. As regards differences in perception, the mean value is equal to (2.40), which reveals that bank management review information derived from the environment continuously. From advertising agency respondents point of view, as shown in table (4.6), (50%) of the respondents agreed that agency reviews information derived from

the environment continuously, and another (50%) of them strongly disagreed. As regards differences in perception, the mean value is equal to (2.5), which reveals that agency reviews information derived from the environment continuously.

Furthermore, the big percentage of the respondents (45%) disagreed that bank management forecast conditions that will exist within a bank's environment at some future time. In contrast, (30%) of the respondents agreed. As regards variations in perception, the mean value is (2.70), implying that bank management forecast conditions that will exist within a bank's environment at some future time. From advertising agency respondents point of view, as shown in table (4.6), the majority of the respondents (66.7%) strongly disagreed that agency forecast conditions that will exist within a bank's environment at some future time, while (16.7%) of them agreed. As regards variations in perception, the mean value is (1.83), implying that agency forecast conditions that will exist within a bank's environment at some future time.

As shown in table (4.5), the great majority of the respondents (65%) disagreed that bank management take into consideration features of their demographic environment such as age distribution, regional variation, and gender for developing advertising program, while (15%) of them agreed, and (20%) said no opinion. The mean value is equal to (2.35), which reveals that the majority “disagree” that bank management take into consideration features of their demographic environment such as age distribution, regional variation, and gender for developing advertising program.

In addition, (55%) of respondents disagreed that technological skills and modern equipment are used when making advertising decision, while (30%) of them agreed. The mean value is equal to (2.2.60), which reveals that the majority “disagree” that technological skills and modern equipment are used when making advertising decision.

Also, (50%) of respondents disagreed that bank management take into account its social environment such as reference groups and family for developing advertising program, while (35%) of them agreed, and (15%) said no opinion. As regards differences in perception, the mean value is equal to (2.70), which reveals that bank management take into account its social environment such as reference groups and family for developing advertising program.

In table (4.5), most bank managements (60%) did not agree with the statement that developing bank advertising program depend on evaluation of Cultural environment such as beliefs, values, and norms, while (35%) of them agreed. The data also reveal that there were differences in perception as the mean value was (2.60), revealing that developing bank advertising program depend on evaluation of Cultural environment such as beliefs, values, and norms.

Moreover, as shown in table (4.5), the big percentage of the respondents (50%) agreed that data and information about economic environment such as income level of target audience is used for developing advertising program, while (40%) of them disagreed. As regards differences in perception, the mean value is equal to (3.00), which reveals that data and information about economic environment such as income level of target audience is used for developing advertising program.

Furthermore, (45%) of respondents disagreed that developments in political environment such as laws, and pressure groups is considered when making advertising decisions, and another (45%) of them agreed. As regards variations in perception, the mean value is (2.95), implying that developments in political environment such as laws, and pressure groups is considered when making advertising decisions.

Both tables (4.5) and (4.6) demonstrate that external and internal environments were ineffective, as the total mean value were equal to (2.7318) and (2.0333) from bank management point of view and from advertising agency point of view respectively.

Table (4.9) shows that there is a lack of interest in external and internal environments from bank management point of view as it presents t-test value of the six parts of our model according to bank management point of view.

Table (4.9)

One sample test of each part of our model regarding the effectiveness of external and internal environments (bank management questionnaire)

Item	Test value = 3.5			
	T	Df	Sig. (2-tailed)	Mean difference
External and internal environments	-3.973	19	0.001	-0.7682
Bank advertising objectives	-2.488	19	0.022	-0.5944
Allocation of bank advertising budget	-3.203	19	0.005	-6.417
Bank advertising message formulation	-2.295	19	0.033	-0.4211
Bank advertising media	-1.264	19	0.221	-0.6197
Evaluation of bank advertising	-4.448	19	0.000	-1.000
The average of the previous six parts	-2.945	19	0.047	-1.637

Source: results of questionnaires' analysis

The previous table shows that the t-test of external and internal environments was significant, accounting for (-6.259) at sig. (2-tailed) = .001. It reveals that there is a lack of interest in external and internal environments from bank management point of view.

In line with the previous results, table (4.10) shows that there is a lack of interest in external and internal environments from advertising agency point of view as it presents t-test value of the six parts of our model according to advertising agency point of view.

Table (4.10)

One sample test of each part of our model regarding the effectiveness of external and internal environments (advertising agency questionnaire)

Item	Test value = 3.5			
	T	Df	Sig. (2-tailed)	Mean difference
External and internal environments	-3.021	5	0.029	-1.4667
Bank advertising objectives	-3.782	5	0.013	-1.4167
Allocation of bank advertising budget	-3.332	5	0.021	-1.5000
Bank advertising message formulation	-2.828	5	0.037	-.6875
Bank advertising media	-2.975	5	0.031	-.6944
Evaluation of bank advertising	-4.000	5	0.010	-2.000
The average of the previous six parts	-3.323	5	0.0235	-1.2942

Source: results of questionnaires' analysis

The previous table shows that the t-test of external and internal environments was significant, accounting for (-3.021) at sig. (2-tailed) = .029. It reveals that there is a lack of interest in external and internal environments from advertising agency point of view.

The question that is frequently raised is as follows: Is there a difference among opinions of bank management respondents? In his attempt to answer this question, the researcher used F-test. As shown in table (4.11), where sig. is less than (5%) (.036), this is an indication that there is a difference among bank management respondents' opinions concerning the six parts of his model. This difference of opinion could be attributed to the differences in positions held by the respondents, number of years held in the present position, work experience of respondents, age of the respondents, and the level of respondents' education as shown in tables (3.18), (3.19), (3.20), (3.21), and (3.23) respectively in the previous chapter.

Table (4.11)

There is a difference among opinions of bank management respondents

	Sum of squares	Df	Mean square	F	Sig.
Between group (combined)	10.347	5	2.069	2.478	0.036
Within group	95.213	114	0.835		
Total	105.560	119			

Source: results of questionnaires' analysis

Table (4.12) describes and enhances the previous result of F-test by using Bonferroni test

Table (4.12)

Multiple comparisons

	(I) Factor	(J) Factor	Mean difference (I-J)	Sig.
Bonferroni	Media	Evaluation	0.8900	0.039

Source: results of questionnaires' analysis

Another question that is frequently raised is as follows: Is there a difference among opinions of advertising agency respondents? In his attempt to answer this question, the researcher used F-test. As shown in table (4.13), where sig. is more than (5%) (.172), this is an indication that there is no difference among advertising agency respondents' opinions concerning the six parts of his model.

Table (4.13)

There is no difference among opinions of advertising agency respondents

	Sum of squares	Df	Mean square	F	Sig.
Between group (combined)	7.878	5	1.576	1.672	0.172
Within group	28.269	30	.942		
Total	36.148	35			

Source: results of questionnaires' analysis

The third question that is frequently raised is as follows: Is there a difference among opinions of bank management respondents and advertising agency respondents? In his attempt to answer this question, the researcher used t-test. As shown in table (4.14), where sig. is less than (5%) (0.012), this is an indication that there is a difference among bank management respondents' opinions and advertising agency respondents concerning the six parts of his model.

Table (4.14)

T-test of opinions of bank management respondents and advertising agency respondents

	Levene's test for equality of variances		t-test for equality of means			
	F	Sig.	T	df	Sig. (2-tailed)	Mean difference
Equal variances assumed	.008	.928	2.726	24	.012	.9492
Equal variances not assumed			2.629	7.842	.031	.9492

Source: results of questionnaires' analysis

To conclude, lack of interest in external and internal environments contributes to ineffectiveness of bank advertising. Moreover, the analysis results give a strong indication that there is a traditional concept of bank management and marketing.

Second Hypothesis: There is a statistically significant relationship between setting bank advertising objectives and bank advertising efficiency (inputs / outputs) and effectiveness

- Advertising Efficiency:

Table (4.15) shows the efficiency scores for each DMU, benchmark, and slacks of inputs and outputs of bank advertising objectives to measure advertising efficiency.

From the table, it is noticed that (11) banks out of (20) are inefficient in setting advertising objectives to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).

In addition, the table shows the benchmark. For example, DMU's in lines 2, 14, and 17 are those units which generate (by linear combination with those factors in brackets) the "fictive unit" to which F1 is compared. F1 is less efficient than this "fictive unit" (benchmark). Those numbers in brackets for the benchmarks are exactly the positive components of Z. none of them can be seen to be "best" or "least". Each DMU stated there is DEA efficient and belongs to the set of DMUs to which the inefficient DMU under consideration was compared.

Moreover, Slack analysis results are reported in the table. The most slack entries are positive, implying that bank management did not follow the scientific methods in setting bank advertising objectives. Also, bank management can increase its outputs through by following the scientific methods in setting bank advertising objectives, and this situation can increase bank advertising efficiency. We can decrease inputs to get the same outputs, or we can increase outputs with the same inputs.

- Advertising Effectiveness:

Table (4.16) shows the level of bank advertising objectives effectiveness in Palestine from bank management point of view.

Table (4.16)

The level of bank advertising objective effectiveness in Palestine from bank management point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
There is a need for the advertisers to define the advertising objectives carefully	5	30	10	40	15	2.70	Disagree
Bank management puts predetermined specific advertising objectives		40	20	25	15	2.85	Disagree
The objectives are stated in clear, precise, and measurable terms.	10	35	10	30	15	2.95	Disagree
Bank management set realistic goals and need to be consistent.	5	30		50	15	2.60	Disagree
Advertising objectives cover a specified time period.	10	35	10	30	15	2.95	Disagree
Advertising objectives change over the course of a product's life cycle.	5	20	25	35	15	2.65	Disagree
Advertising objectives are considered appropriate criteria when measuring advertising outcome.	10	30	15	30	15	2.90	Disagree
It is important to start by identifying the target market and motives for developing a bank advertising program	20	45	10	10	15	3.45	Disagree
Specialists take part in making important decisions regarding marketing policies of the bank	25	25	5	25	20	3.10	Disagree
Total mean of bank advertising objectives	2.9056						
Interpretation of total mean of bank advertising objectives	Disagree						

Source: results of questionnaires' analysis

From advertising agency point of view, the following table shows the level of bank advertising objectives effectiveness in Palestine.

Table (4.17)

The level of bank advertising objectives effectiveness in Palestine from advertising agency point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Our agency helps bank management in defining the advertising objectives carefully.		16.7		16.7	66.7	1.67	Disagree
Our agency helps bank management in defining target market and motives		33.3			66.7	2.00	Disagree
3 In general, most of bank advertising objectives are stated in clear, precise, and measurable terms.		16.7	16.7	16.7	50	2.00	Disagree
Our agency thinks that bank management set realistic goals and need to be consistent.		50			50	2.50	Disagree
Advertising objectives cover a specified time period		16.7		50	33.3	2.00	Disagree
Our agency takes competition into consideration		33.3	16.7		50	2.33	Disagree
Total mean of bank advertising objectives	2.0833						
Interpretation of total mean of bank advertising objectives	Disagree						

Source: results of questionnaires' analysis

In table (4.16), the majority of the respondents of bank managements (55%) disagreed that there is a need for the advertisers to define the advertising objectives carefully, while (35%) of them agreed. The mean value is equal to (2.70), which reveals that the majority “disagree” that there is a need for the advertisers to define the advertising objectives carefully. From advertising agency respondents point of view, as shown in table (4.17), the great majority of the respondents of advertising agencies (83.4%) disagreed that agency helps bank management in defining the advertising objectives carefully, while (16.7%) of them agreed. The mean value is equal to (1.67), which reveals that the majority “disagree” that agency helps bank management in defining the advertising objectives carefully.

In addition, (40%) of the respondents disagreed that bank management puts predetermined specific advertising objectives, and another (40%) of them agreed. The mean value is equal to (2.85), which reveals that bank management did not put predetermined specific

advertising objectives. Table (4.18) enhances the previous result. It presents the main bank advertising objectives, which the bank management aims to achieve in Palestine.

Table (4.18)

The main bank advertising objectives which bank management aims to achieve is (from bank management point of view), Palestine.

Items	The mean
Advertisement about new bank services	1.89
To motivate client to repurchase service	3.42
To reinforce the present bank services	3.47
Improvement of bank image	3.63
Development of bank services to keep the present market or increase the present market	3.84
Supply the potential client by data and ideas concerning the characteristics of main services	4.84
Others. Please specify?	6.74

Source: results of questionnaires' analysis

As shown in the previous table, the main advertising objective that bank management aims to achieve is advertisement about new bank services as its mean accounted for (1.89). The second main advertising objective was to motivate client to repurchase service, which its mean accounted for (3.42). While the third objective is to reinforce the present bank services as its mean was (3.47). "Improvement of bank image" objective came next (3.63), followed by "development of bank services to keep the present market or increase the present market" objective (3.84), "supply the potential client by data and ideas concerning the characteristics of main services" objective (4.84), and finally other objectives (6.74).

The researcher put seven main advertising objectives according to Kotler (2003, P.590), and then asked the respondents to choose and put these objectives in order of importance. Nearly, all the banks did not pay attention to the most objectives as shown in the previous table.

In brief, the most important advertising objective that bank management aims to achieve is advertisement about new bank services. Bank managements did not give enough attention to the other objectives as being very important in modern advertising.

In line with the previous result, "increase of deposits" is the main objective that are commonly used by bank advertising manager as its mean was equal to (2.05), while the other objectives were not important as increase of deposits objective as shown in table (4.19). From the analysis, banks operating in Palestine concentrated on the traditional bank

service especially deposits, and they neglected the other objectives that are very important in the modern advertising and modern bank services.

Table (4.19)

The main objective that are commonly used by bank advertising manager (from bank management point of view), Palestine.

Items	The mean
Diversification of services	4.55
Increase of sales	4.50
Increase of deposits	2.05
Increase of credit facilities	3.35
Increase number of clients	3.90
Profit Increase	3.95
Target market increase	5.90

Source: results of questionnaires' analysis

By referring to table (4.16), (40%) of the respondents disagreed that the objectives are stated in clear, precise, and measurable terms, and another (40%) of them agreed. The data also reveal that there were differences in perception as the mean value was (2.95), revealing that the objectives are not stated in clear, precise, and measurable terms. From advertising agency respondents point of view, as shown in table (4.17), (66.7%) of the respondents disagreed that most of bank advertising objectives are stated in clear, precise, and measurable terms, while (16.7%) of them agreed. The data also reveal that there were differences in perception as the mean value was (2.00), revealing most of bank advertising objectives are stated in clear, precise, and measurable terms.

In addition, the great majority of the respondents (65%) disagreed that bank management set realistic goals and need to be consistent as shown I table (4.16). In contrast, (35%) of the respondents agreed. As regards variations in perception, the mean value is (2.60), implying that bank management did not set realistic goals and not need to be consistent. From advertising agency respondents point of view, as shown in table (4.17), (50%) of the respondents agreed that agency thinks that bank management set realistic goals and need to be consistent, and another (50%) of them disagreed. As regards differences in perception, the mean value is equal to (2.50), which reveals that agency thinks that bank management set realistic goals and need to be consistent.

Also, (45%) of bank management respondents disagreed that advertising objectives cover a specified time period and another (45%) of them agreed. As regards differences in perception, the mean value is equal to (2.95), which reveals that objectives did not cover a specified time period. From advertising agency respondents point of view, as shown in table (4.17), the majority of the respondents (83.3%) disagreed that advertising objectives cover a specified time period, while (16.7%) of them agreed. As regards variations in

perception, the mean value is (2.00), implying that advertising objectives cover a specified time period.

The great majority of bank management respondents (80%) think that advertising objectives generate all or some of the following: attention, be understood, be believed, and be remembered.

Moreover, the majority of bank management respondents (50%) disagreed that advertising objectives change over the course of a product's life cycle, while (25%) of them agreed. The mean value is equal to (2.65), which reveals that advertising objectives did not change over the course of a product's life cycle.

Furthermore, the big percentage of bank management respondents (45%) disagreed that advertising objectives are considered appropriate criteria when measuring advertising outcome, while (40%) of them agreed. As regards differences in perception, the mean value is equal to (2.90), which reveals that advertising objectives are not considered appropriate criteria when measuring advertising outcome.

In contrast, the great majority of bank management respondents (65%) agreed that it is important to start by identifying the target market and motives for developing a bank advertising program, while (25%) of them disagreed. The data also reveal that there were differences in perception as the mean value was (3.45), revealing that, in general, it is not important to start by identifying the target market and motives for developing a bank advertising program (as the test value is equal to 3.5). From advertising agency respondents point of view, as shown in table (4.17), the great majority of the respondents (66.7%) disagreed that agency helps bank management in defining target market and motives, while (33.3%) of them agreed. The data also shows that there were variations in evaluation resulting in a mean of (2.00), which reveals that agency helps bank management in defining target market and motives

The great majority of the advertising agency respondents (90%) agreed with the objective that bank management considers the aim of bank advertising objective is to inform, persuade, remind, and reinforce.

In addition, the majority of bank management respondents (50%) agreed that specialists take part in making important decisions regarding marketing policies of the bank, while (45%) of them disagreed. As regards differences in perception, the mean value is equal to (3.10), which reveals that most bank managements disagreed that specialists take part in making important decisions regarding the bank's marketing policies. This may indicate that there is no need to specialists from outside, or that bank managements are not able to recruit specialists inside the bank because it is costly and most banks in Palestine are classified as small size of business as shown in the previous chapter.

The majority of bank management respondents (60%) think that bank management takes into consideration target market and marketing mix when setting the advertising objectives. From advertising agency respondents point of view, as shown in table (4.17), (50%) of respondents disagreed that agency takes competition into consideration, while (33.3%) of them agreed. The mean value is equal to (2.33), which reveals that the majority “disagree” that agency takes competition into consideration.

Both tables (4.16) and (4.17) demonstrate that bank advertising objectives were ineffective, as the total mean value were equal to (2.7318) and (2.0833) from bank management respondents and advertising agency respondents point of view respectively.

In addition, by referring to table (4.9), the t-test of bank advertising objectives was significant, accounting for (-2.488) at sig. (2-tailed) = .022. It reveals that there is a lack of bank advertising objectives from bank management point of view.

By referring to table (4.10), the t-test of bank advertising objectives was significant, accounting for (-3.782) at sig. (2-tailed) = .013. It reveals that there is a lack of bank advertising objectives from advertising agency point of view.

The following tables locate each bank service in its appropriate life cycle stage and When did banks start offering the services.

Table (4.20)

Each bank service in its appropriate life cycle stage

Kind of services	The stage (in percentage)			
	Introduction	Growth	Maturity	Decline
Deposits	45	25	25	0
Direct credit facilities such as loans	15	55	25	5
Indirect credit facilities such as letter of credit and letter of guarantee	15	40	35	5
ATM machine	20	25	10	10
Visa card	15	20	10	5
Credit card	25	15	10	5
Transfer and remittance	25	45	20	0
Travel checks	30	5	20	10
Manager checks	15	30	25	5
Call bank	35	5	15	0
Treasury	25	30	15	5
Save box	35	20	10	5

- If total percentage is not equal to 100%, there are missing systems and/or the service is not available.

Source: results of questionnaires' analysis

Table (4.21)
When did banks start offering their services

Kind of services	The time (in percentage)				
	0-6 months	7-12 months	13-18 months	19-24 months	More than 25 months
Deposits	10				85
Direct credit facilities such as loans	10				90
Indirect credit facilities such as letter of credit and letter of guarantee		5			90
ATM machine	10		10		35
Visa card	5		10		40
Credit card	5	5	10		30
Transfer and remittance	15	5			70
Travel checks	5	5	5		50
Manager checks	15				65
Call bank	5	5		5	30
Treasury	5		5	5	65
Save box	10			5	50

* If total percentage is not equal to 100%, there are missing systems and/or the service is not available.

Source: results of questionnaires' analysis

From the above tables, it is clear that the traditional concept of bank management and bank services. In line with the literature, the big percentage of respondents (45%) considered deposits in its introduction stage. This is a strong indication that bank managements prefer deposits. In contrast, in line with the literature, the majority of respondents (55%) and (40%) of them considered direct credit facilities and indirect credit facilities respectively in its growth stage. This is a strong indication that bank managements are conservative in offering credit facilities.

According to bank management respondents as shown in tables (4.20), and (4.21), other services are considered as minor or secondary services except ATM machine, as it become necessary in Palestine.

To conclude, lack of effective setting of bank advertising objectives contributes to ineffectiveness of bank advertising. Moreover, the analysis results give a strong indication that there is a traditional concept of bank advertising objectives.

Third Hypothesis: There is a statistically significant relationship between bank advertising budget allocation and bank advertising efficiency (inputs / outputs) and effectiveness

- Advertising Efficiency:

Table (4.22) shows the efficiency scores for each DMU, benchmark, and slacks of inputs and outputs of bank advertising budget allocation to measure advertising efficiency.

From the table, it is noticed that (14) banks out of (20) are inefficient in allocating bank advertising budget to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).

In addition, the table shows the benchmark. For example, DMU's in lines 8, and 14 are those units which generate (by linear combination with those factors in brackets) the "fictive unit" to which F1 is compared. F1 is less efficient than this "fictive unit" (benchmark). Those numbers in brackets for the benchmarks are exactly the positive components of Z. none of them can be seen to be "best" or "least". Each DMU stated there is DEA efficient and belongs to the set of DMUs to which the inefficient DMU under consideration was compared.

Moreover, Slack analysis results are reported in the table. The most slack entries are positive, implying that bank management did not allocate the proper advertising budget. Also, bank management can increase its outputs by allocating the proper advertising budget, and this situation can increase bank advertising efficiency. We can decrease inputs to get the same outputs, or we can increase outputs with the same inputs.

- Advertising Effectiveness:

Table (4.23) shows the level of bank advertising budget allocation effectiveness in Palestine from bank management point of view.

Table (4.23)

The level of bank advertising budget allocation effectiveness in Palestine from bank management point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Bank management allocate annual advertising budget	5	60		15	20	3.15	Disagree
Bank management consider advertising as investment rather than expenses		35	10	50		2.84	Disagree
Bank management take into consideration the market share when determining advertising budget	5	40	10	25	20	2.85	Disagree
Bank management take into consideration the importance of competition when determining advertising budget	5	50	15	10	20	3.10	Disagree
Advertising expenditure can increase sales, even in times of recession	5	30	5	40	20	2.60	Disagree
Bank management take into account one or more of the following: the size of bank, kinds of services, the availability of funds when its budget is determined	5	65	5	10	15	3.35	Disagree
Bank management determine advertising according to product life cycle.	5	35	10	25	25	2.70	Disagree
It is important to take into account costs, message design and type of media when bank is setting advertising budget	5	50	15	10	20	3.10	Disagree
Bank management consider advertising should depend on previous sales		20	10	55	15	2.35	Disagree
Bank management use quantitative mathematical models to facilitate advertising planning, allocating budget, and media analysis		15	20	35	30	2.20	Disagree
Bank management pay advertising agencies according to quality of services		55	5	25	15	3.00	Disagree
Bank management pay advertising agencies according to quantity of services	5	50	15	15	15	3.15	Disagree
Total mean of bank advertising budget allocation	2.8583						
Interpretation of total mean of bank advertising budget allocation	Disagree						

Source: results of questionnaires' analysis

From advertising agency point of view, the following table shows the level of bank advertising budget allocation effectiveness in Palestine.

Table (4.24)

The level of bank advertising budget allocation effectiveness in Palestine from advertising agency point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Our agency participates with bank management in determining annual advertising budget		16.7			83.3	1.50	Disagree
Bank management pay reasonable fees for advertising agency to do their work well		16.7	16.7		66.7	1.83	Disagree
Bank management pay advertising agencies according to quality of services		33.3			66.7	2.00	Disagree
Bank management pay advertising agencies according to quantity of services		16.7	16.7		66.7	1.83	Disagree
Both quality and quantity are being considered in determining advertising fees		50	16.7		33.3	2.83	Disagree
Total mean of bank advertising budget allocation	2.0000						
Interpretation of total mean of bank advertising budget allocation	Disagree						

Source: results of questionnaires' analysis

As it is clearly shown in table (4.23), the majority of the respondents (65%) agreed with the statement that bank management allocates annual advertising budget, while (35%) of them disagreed. Differences in evaluations resulted to the mean of (3.15), revealing that bank managements disagreed that they allocate an annual advertising budget (as test value is equal to 3.5). From advertising agency respondents point of view, as shown in table (4.24)), the great majority of the respondents of advertising agencies (83.3%) strongly disagreed that agency participates with bank management in determining annual advertising budget, while (16.7%) of them agreed. The mean value is equal to (1.50), which reveals that the majority “disagree” that agency participates with bank management in determining annual advertising budget.

In addition, the majority of respondents (50%) agreed that bank management considers advertising as expenses rather than investment, while (35%) of them disagreed, and the remaining (10%) had no opinion. This indicates that bank managements want to get a short-term profit rather than long term profit. According to data analysis, variations in evaluation resulted in the mean of (2.84), which asserts that bank management respondents do consider advertising as expenses rather than investment. This result may be one of the reasons why bank managements do not allocate an annual advertising budget.

Moreover, as shown in table (4.25), the great majority of respondents (55%) depend on personal judgment base upon setting advertising budget, and they neglect the modern bases. These modern bases consider advertising as creating sales, not a result of sales. In these modern bases, the advertising real role is to locate prospects, build bank brand equality, and stimulate demand for bank services because it is not the bank but it is the

clients who are able to create sales through their decision to buy (Kotler, 2003). Dependence on personal judgment base and negligence of modern bases upon setting advertising budgets in Palestine could be attributed to lack of work experience of bank management respondents, and to the fact that higher education is not a prerequisite to be involved in bank advertising as shown in tables (3.19), (3.20), and (3.23) respectively.

Then, the other two bases had equal percentages as (15%) of the respondents considered estimate of the bank service characteristics as the second base, while another (15%) of them considered estimate of the target sectors as the third base.

The fourth base for setting bank advertising budget was percentage of forecasted sales that accounted for (10%), and the fifth base was estimate of the results of marketing researches about the proper base that accounted for (5%).

The other bases that the researcher included in the bank management questionnaire were not responded to. These were as follows:

- Percentage of forecasted sales
- Estimate of competitors reactions

Table (4.25)

The bases that bank management depends on upon setting adverting budget (from bank management point of view), Palestine

Items	Frequency	Percentage
Personal judgment	11	55
Estimate of the bank service characteristics	3	15
Estimate of the target sectors	3	15
Percentage of previous sales	2	10
Estimate of the results of marketing researches about the proper base	1	5
Total	20	100

Source: results of questionnaires' analysis

Furthermore, bank managements allocated a small percentage of sales for advertising (0.66%). While the standard percentage in the world reaches (3%) of sales (Kotler, 2003) as shown in table (4.26)) and Al Sarraj; Anabtawi; Habbab; Kumkam; Sabri; Shohada; Al Taqaz; Abbas; El Alamy; Ballal; Abu Shaban; Awad; Abu Sammra; Morad; El Ferra; El Taweel; El Khaldi; Mokhamer; Bessiso; El Madhoun (Interviews, 2006).

Table (4.26)

Percentage of previous annual sales that bank management allocated to advertising (from bank management point of view), Palestine

Validity	Frequency	Percentage
Less than 0.5%	14	70
0.5% - 2%	5	25
More than 2%	1	5

Total	20	100
The average percentage	0.67%	

Source: results of questionnaires' analysis

As shown in the above table, (14) banks out of (20) allocated (less than 0.5%) of previous annual sales for bank advertising, (5) banks allocated between (0.5%) and (2%), and the last one allocated more than (2%).

The average percentage of previous annual sales to bank advertising is equal to (0.67%). Moreover, if we excluded one bank that allocated (4.988%), then the average percentage of previous annual sales to bank advertising will decrease to (0.45%). This result could be attributed to lack of setting bank advertising objectives as shown in hypothesis two, and to bank managements that they did not allocate an annual advertising budget and considering advertising as expenses rather than investment as shown in table (4.23), and bank managements depended on personal judgment base upon setting bank advertising budget as shown in table (4.25).

By referring to table (4.23), (45%) of respondents disagreed that bank management take into consideration the market share when determining advertising budget, and another (45%) of them agreed. According to data analysis, variations in evaluation resulted in the mean of (2.85), which asserts that bank management take into consideration the market share when determining advertising budget. Not taking into consideration the market share upon determining advertising budget by bank management could be attributed to the relatively recent establishment of banks in Palestine, lack of work experience of bank management respondents, lack of professional and academic qualifications of those involved in bank advertising as shown in tables (3.19), (3.20), and (3.23) respectively.

In addition, (55%) of respondents agreed that bank management take into consideration the importance of competition when determining advertising budget, while (30%) of them disagreed. the mean value is equal to (3.10), implying that bank management did not take into consideration the importance of competition when determining advertising budget. This may be due to the tactical managerial practices dominating the strategic ones. Strategic management should look into internal and external environment with a comprehensive vision towards future, and it should take into consideration the continuous changes in bank environment (David, 1999). The failure of Palestine bank management to assume such responsibilities of strategic management may be due to bank management insufficient experience, inadequate professional and academic qualifications of those involved in bank advertising as shown in tables (3.19), (3.20), and (3.23) respectively.

Also, the majority of respondents (60%) disagreed that advertising expenditure can increase sales, even in times of recession, while (35%) of them agreed. From variations in perception, the mean value is (2.60), implying that advertising expenditure can not increase

sales, even in times of recession. Such situation could be attributed to the relatively recent establishment of banks in Palestine, lack of work experience of bank management respondents, lack of professional and academic qualifications of those involved in bank advertising as shown in tables (3.19), (3.20), and (3.23) respectively. It could be also attributed to the lack of setting bank advertising objectives and non-allocation of bank advertising budget.

(70%) of respondents agreed that bank management take into account one or more of the following: the size of bank, kinds of services, the availability of funds when its budget is determined, while (25%) of them disagreed. This is a good indication but is not enough according to the analysis of the other questionnaire items. The mean value is equal to (3.35), implying that bank management did not take into account one or more of the following: the size of bank, kinds of services, the availability of funds when its budget is determined.

Moreover, (50%) of respondents disagreed that bank management determine advertising according to product life cycle, while (40%) of them agreed. From variations in perception, the mean value is (2.70), implying that most of bank management respondents did not determine advertising according to product life cycle.

Furthermore, (55%) of respondents agreed that it is important to take into account costs, message design and type of media when bank is setting advertising budget, while (30%) of them disagreed. The mean value is (3.10), implying that it is not important to take into account costs, message design and type of media when bank is setting advertising budget.

In table (4.23), the majority of respondents (70%) agreed that bank management consider advertising should depend on previous sales, while (20%) of them disagreed. From variations in perception, the mean value is (2.35), implying that bank management consider advertising should depend on previous sales.

In addition, the majority of respondents (65%) disagreed that bank management use quantitative mathematical models to facilitate advertising planning, allocating budget, and media analysis, while (15%) of them agreed. From variations in perception, the mean value is (2.20), revealing that bank management did not use quantitative mathematical models to facilitate advertising planning, allocating budget, and media analysis.

Moreover, (55%) of respondents agreed that bank management pay advertising agencies according to quality of services, while (40%) of them disagreed. According to data analysis, the mean value is (3.00), which reveals that bank management did not pay advertising agencies according to quality of services. From advertising agency respondents point of view, as shown in table (4.24), (66.7%) of the respondents strongly disagreed that bank management pay advertising agencies according to quality of services, while (33.3%)

of them agreed. The data also reveal that there were differences in perception as the mean value was (2.00), revealing that bank management did not pay advertising agencies according to quality of services. In addition, the great majority of the respondents (66.7%) strongly disagreed that bank management pay reasonable fees for advertising agency to do their work well, while (16.7%) of them agreed. The data also shows that there were variations in evaluation resulting in a mean of (1.83), which reveals that bank management did not pay reasonable fees for advertising agency to do their work well.

Furthermore, (55%) of bank management respondents agreed that bank management pay advertising agencies according to quantity of services, while (30%) of them disagreed. From variations in perception, the mean value is (3.15), revealing that bank management did not pay advertising agencies according to quantity of services. From advertising agency respondents point of view, as shown in table (4.24), (66.7%) of the respondents strongly disagreed that agency thinks that bank management pay advertising agencies according to quantity of services, while (16.7%) of them agreed. As regards differences in perception, the mean value is equal to (1.83), which reveals that agency did not think that bank management pay advertising agencies according to quantity of services. In addition, the majority of the respondents (50%) agreed that both quality and quantity are being considered in determining advertising fees, while (33.3%) of them strongly agreed. As regards variations in perception, the mean value is (2.83), implying that both quality and quantity are being considered in determining advertising fees.

Both tables (4.23) and (4.24) demonstrate that the bank advertising budget was ineffective, as the total mean value were equal to (2.8583) and (2.0000) from bank management respondents and advertising agency respondents point of view respectively.

By referring to table (4.9), t-test of bank advertising budget was significant, accounting for (-3.332) at sig. (2-tailed) = (.021). These figures reveal that bank managements are ineffective in stating the bank advertising budget from bank management respondents' point of view.

In addition, reflecting table (4.10), the t-test of bank advertising budget allocation was significant, accounting for (-3.332) at sig. (2-tailed) = .021. It reveals that there is a lack of bank advertising budget allocation from advertising agency point of view.

To conclude, lack of budget allocation contributes to ineffectiveness of bank advertising. Also, the results of analysis give a strong indication that there is a traditional concept of bank advertising budget.

Fourth Hypothesis: There is a statistically significant relationship between bank advertising message formulation and bank advertising efficiency (inputs / outputs) and effectiveness

- Advertising Efficiency:

Table (4.27) shows the efficiency scores for each DMU, benchmark, and slacks of inputs and outputs of bank advertising message formulation to measure advertising efficiency. From the table, it is noticed that (14) banks out of (20) are inefficient in designing and formulating bank advertising message to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).

In addition, the table shows the benchmark. For example, DMU's in lines 14, and 18 are those units which generate (by linear combination with those factors in brackets) the "fictive unit" to which F1 is compared. F1 is less efficient than this "fictive unit" (benchmark). Those numbers in brackets for the benchmarks are exactly the positive components of Z. none of them can be seen to be "best" or "least". Each DMU stated there is DEA efficient and belongs to the set of DMUs to which the inefficient DMU under consideration was compared.

Moreover, Slack analysis results are reported in the table. The most slack entries are positive, implying that bank management did not design and formulate advertising message, and bank management did not spend the proper money on advertising campaign. Also, bank management can increase its outputs by designing and formulating advertising message, and this situation can increase bank advertising efficiency. We can decrease inputs to get the same outputs, or we can increase outputs with the same inputs.

- Advertising Effectiveness:

Table (4.28) shows the level of bank advertising message formulation effectiveness in Palestine from bank management point of view.

Table (4.28)

The level of bank advertising message formulation effectiveness in Palestine from bank management point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Bank management plan advertising campaigns	20	40	15	15	10	3.45	Disagree
Bank management put alternative advertising messages	5	35	5	35	20	2.70	Disagree
Bank management evaluate alternatives to determine the proper advertising message	10	40	5	30	15	3.00	Disagree

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Bank management take the social responsibility into consideration when designing advertising messages		45	15	15	25	2.80	Disagree
Bank management use local advertising agencies to create advertising message	5	50	25	5	15	3.25	Disagree
Bank management use international advertising agencies to create advertising message	10	40	20	10	20	3.10	Disagree
Bank management target advertising campaigns to clients inside Palestine	15	75			10	3.85	Agree
Bank management target advertising campaigns to clients outside Palestine		15	15	45	25	2.20	Disagree
Bank management evaluate results of advertising effort on target market		35	15	30	20	2.65	Disagree
Bank management take into account the creative characteristics of advertisements	5	55	5	15	20	3.10	Disagree
Creativity is vital for motivating clients, thus will affect return on investment	5	65	20		10	3.55	Agree
Bank management believe that advertising agencies act in the best interest of their principal (the bank)	5	45	15	20	15	3.05	Disagree
Bank management pay for advertising agencies in advance	5	15	20	45	15	2.50	Disagree
Bank management do advertising message design	5	55	15	15	10	3.30	Disagree
"How to convey the message" is vital for bank management	15	55	10	10	10	3.55	Agree
Emotional advertising is a way to increase the involvement		30	30	25	15	2.75	Disagree
Bank management take into account the hidden power of emotive advertising		35	25	20	20	2.75	Disagree
Bank management consider rational advertising as better than emotional advertising	15	35	25	15	10	3.30	Disagree
Bank management use attention, interest, desire, and action to help guide message planning	30	35	15	10	10	3.65	Agree
Total mean of bank advertising message formulation	3.0789						
Interpretation of total mean of bank advertising message formulation	Disagree						

Source: results of questionnaires' analysis

From advertising agency point of view, the following table shows the level of bank advertising message formulation effectiveness in Palestine.

Table (4.29)

The level of bank advertising message formulation effectiveness in Palestine from advertising agency point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Our agency plans and executes advertising	16.7	16.7			66.7	2.17	Disagree

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
campaigns							
Creativity is vital for motivating clients, thus will affect return on investment	33.3	50	16.7			4.17	Agree
Bank management pay for advertising agencies in advance					100	1.00	Disagree
Our agency designs advertising message	16.7	16.7	16.7		50	2.50	Disagree
"How to convey the message" is the core of our advertising effort		100				4.00	Agree
Emotional advertising is a way to increase customer's involvement		16.7	33.3		50	2.17	Disagree
Our agency considers rational advertising to be more better than emotional advertising		66.7	16.7		16.7	3.33	Disagree
As an advertising agency we use concepts such as attention, interest, desire, and action to help guide message planning	16.7	50			33.3	3.17	Disagree
Total mean of bank advertising message formulation	2.8125						
Interpretation of total mean of bank advertising message formulation	Disagree						

Source: results of questionnaires' analysis

From client point of view, table (4.30) shows the level of bank advertising formulating message effectiveness in Palestine.

Table (4.30)

Level of bank advertising message formulation effectiveness in Palestine from client point of view

Items	Very Good	Good	Fair	Poor	Very Poor	The Mean	Interpretation
The content of bank advertising message was	5.2	26.8	30.2	16.8	21	2.78	Poor
Clients think that the time of bank advertising message was	4.2	25.2	35	16.8	18.8	2.79	Poor
Clients think that bank advertisement was honest after I started dealing with the bank	3.8	32.6	17	29.2	17.4	2.76	Poor
Clients think that the present bank advertising campaigns are	4	17	31.8	22.8	23.6	2.55	Poor
Total mean of formulating message.	2.72						
Interpretation	Poor						

Source: results of questionnaires' analysis

As shown in table (4.28), the great majority of bank management respondents (60%) plan advertising campaigns, while (25%) of them do not. This would be a good indicator if there were specialists inside the bank. The variations in evaluation resulted in a mean of (3.45), which reveals that the bank management respondents plan advertising campaigns. From advertising agency respondents point of view, as shown in table (4.29), the great majority of the respondents of advertising agencies (66.7%) strongly disagreed that agency plans

and executes advertising campaigns, while (33.3%) of them agreed. The mean value is equal to (2.17), which reveals that the majority “disagree” that agency plans and executes advertising campaigns. From client respondents point of view, the big percentage of client respondents thought that content of bank advertising message was "poor" as shown in table (4.30) as (37.8%) of client respondents ranked the content of bank advertising message between "poor" and "very poor", while (30.2%) of them ranked it as "fair", and the remaining (32%) ranked it as good. According to data analysis, the mean value is equal to (2.78), which reflects that the majority of client respondents considered content of bank advertising message as "poor".

In addition, (35.6%) of client respondents thought that the time of bank advertising message was "poor", while (35%) of them ranked it as "fair", and the remaining (29.4%) ranked it as good. As regards differences in perception, the mean value is equal to (2.79), which reveals that the time of bank advertising message was "poor".

Moreover, the big percentage of client respondents (46.6%) disagreed that bank advertisement was honest after they started dealing with their banks, while (36.4%) of them agreed, and the remaining (17%) said no opinion. The data also shows that there were variations in evaluation resulting in a mean of (2.76), which reveals that bank advertisement was not honest after they started dealing with their banks.

Furthermore, the big percentage of client respondents (46.4%) ranked the present bank advertising campaigns between "poor" and "very poor", while (31.8%) of them ranked it as "fair", and (21%) as "good". From variations in perception, the mean value is (2.55), revealing that the great majority of respondents considered present bank advertising campaigns as "poor".

Generally speaking, the essence of a plan is the existence of predetermined specific advertising objectives. As shown previously in hypothesis two, there were no predetermined specific advertising objectives. This can be attributed to misunderstanding and lack of awareness of the concept of plan on behalf of bank management respondents. El Ferra's study (2003) enhances the previous interpretations as it analyzed the characteristics of strategic management practices from Palestinian managers' point of view in the Plastic industrial establishments in the Gaza Strip. This study concluded that, the tactical managerial practices dominated strategic ones.

In addition, as shown in table (4.28), the great majority of respondents (55%) disagreed that bank management puts many alternatives to the advertising message, while (40%) of them disagreed. The differences in evaluation resulted in a mean of (2.70), implying that respondents disagreed that they put many alternatives to the advertising message. As shown in bank advertising literature, the first of the four steps to developing a creative

strategy is message generation. In message generation, bank managements plan advertising campaigns. Then, there are several alternative advertising themes that should the advertiser create before making a choice in order to evaluate the alternative messages by the advertiser (Kotler, 2003).

A majority of respondents (50%) agreed that bank management evaluates the alternatives to determine the proper advertising message, while (45%) disagreed. Data showed that there were variations in perception so the mean value was (3.00), implying that the great majority of respondents disagreed that bank management evaluates the alternatives to determine the proper advertising message.

Furthermore, a big percentage of bank managements (45%) agreed that bank management take the social responsibility into consideration when designing advertising messages as shown in table (4.28), while (40%) of them do not. The mean value is equal to (2.80), revealing that the respondents disagreed that bank management take the social responsibility into consideration when designing advertising messages.

Also, (55%) of respondents agreed that bank management used local agencies to create advertising message as shown in table (4.28), while (20%) of them disagreed. From the differences in perception, the mean value was (3.25), implying that bank managements disagreed that they used local agencies to create the advertising message.

In addition, most bank managements use international agencies to create advertising message. In table (4.28), the majority of respondents (50%) agreed that bank management used international agencies to create advertising message, while (30%) of them disagreed. From data analysis, the mean value was equal to (3.10), revealing that respondents disagreed that bank management used international agencies to create the advertising message. This can be due to the lack of setting bank advertising objectives, non-allocation of bank advertising budget and probably the lack of concern of the importance of advertising.

As mentioned in table (4.28), the great majority of bank management respondents (90%) targeted advertising campaigns inside Palestine, while (10%) of them said they did not. As data analysis showed, the mean value was (3.85), reflecting that the great majority of respondents in general agreed that bank management targeted advertising campaigns inside Palestine.

As has been previously shown in table (4.28), (70%) of the respondents disagreed that bank management targeted advertising campaigns outside Palestine, while (15%) of them agreed. The remaining (15%) had no opinion. As data analysis shows, the mean value is (2.20), which indicates that respondents disagreed that bank management targeted advertising campaigns outside Palestine.

Table (4.28) also shows that most bank managements did not evaluate results of advertising effort on target market as (50%) of respondents agreed, while (35%) of them opted for “agree”. From variations in perception, the mean value was (2.65), revealing that majority of respondents disagreed they evaluated results of advertising effort on target market

As shown previous table, (60%) of respondents agreed that bank management take into account the creative characteristics of advertisements, while (35%) of them disagreed. Data showed there were variations in perception so that the mean value was (3.10), indicating that bank management did not take into account the creative characteristics of advertisements.

In addition, (70%) of bank management respondents agreed that creativity is vital for motivating clients, thus will affect return on investment, while (10%) of them disagreed. As data analysis shows, the mean value is (3.55), which indicates that creativity is vital for motivating clients, thus will affect return on investment. From advertising agency respondents point of view, as shown in table (4.29), the great majority of the respondents (83.3%) agreed that creativity is vital for motivating clients, thus will affect return on investment, while (16.7%) of them said no opinion. The data also shows that there were variations in evaluation resulting in a mean of (4.17), which reveals that creativity is vital for motivating clients, thus will affect return on investment.

Also, (50%) of bank management respondents agreed that bank management believe that advertising agencies act in the best interest of their principal (the bank), while (35%) of them disagreed. As data analysis showed, the mean value was (3.05), reflecting that bank management did not believe that advertising agencies act in the best interest of their principal (the bank).

In the above table, the majority of respondents (60%) disagreed that bank management pay for advertising agencies in advance, while (20%) agreed. The differences in evaluation resulted in a mean of (2.50), implying that bank management did not pay for advertising agencies in advance. From advertising agency respondents point of view, as shown in table (4.29), (100%) of the respondents strongly disagreed that bank management pay for advertising agencies in advance. The data also reveal that there were differences in perception as the mean value was (1.00), revealing that bank management did not pay for advertising agencies in advance.

Moreover, (60%) of bank management respondents agreed that bank management do advertising message design, while (25%) of them disagreed. This would be a good indicator if there were specialists inside the bank. Data showed there were variations in perception so that the mean value was (3.30), indicating that bank management did not do

advertising message design. From advertising agency respondents point of view, as shown in table (4.29), (50%) of the respondents disagreed that agency designs advertising message, while (33.3%) of them agreed. As regards differences in perception, the mean value is equal to (2.50), which reveals that agency did not design advertising message.

Furthermore, the great majority of bank management respondents (70%) agreed that "How to convey the message" is vital for bank management, while (20%) of them disagreed. As data analysis shows, the mean value is (3.55), which indicates that "How to convey the message" is vital for bank management. From advertising agency respondents point of view, as shown in table (4.29), the majority of the respondents (100%) agreed that "How to convey the message" is the core of our advertising effort. As regards variations in perception, the mean value is (4.00), implying that "How to convey the message" is the core of our advertising effort.

As shown in table (4.28), (40%) of respondents disagreed that emotional advertising is a way to increase the involvement, while (30%) of them agreed. From variations in perception, the mean value was (2.75), revealing that emotional advertising is not a way to increase the involvement. From advertising agency respondents point of view, as shown in table (4.29), (50%) of the respondents strongly disagreed that emotional advertising is a way to increase customer's involvement, while (16.7%) of them agreed. The data also reveal that there were differences in perception as the mean value was (2.17), revealing that emotional advertising is not a way to increase customer's involvement.

In addition, (40%) of bank management respondents disagreed that bank management take into account the hidden power of emotive advertising, while (35%) of them agreed. Data showed there were variations in perception so that the mean value was (2.75), indicating that bank management did not take into account the hidden power of emotive advertising.

Moreover, (50%) of bank management respondents agreed that bank management consider rational advertising as better than emotional advertising, while (25%) of them disagreed. Data showed there were variations in perception so that the mean value was (3.30), indicating that bank management did not consider rational advertising as better than emotional advertising. From advertising agency respondents point of view, as shown in table (4.29), (66.7%) of the respondents agreed that agency considers rational advertising to be more better than emotional advertising, while (16.7%) of them disagreed. As regards differences in perception, the mean value is equal to (3.33), which reveals that agency considers rational advertising to be more better than emotional advertising.

Furthermore, (65%) of bank management respondents agreed that bank management use attention, interest, desire, and action to help guide message planning, while (20%) of them disagreed. From variations in perception, the mean value was (3.65), revealing that

majority of respondents agreed bank management use attention, interest, desire, and action to help guide message planning. From advertising agency respondents point of view, as shown in table (4.29), the majority of the respondents (66.7%) agreed that as an advertising agency we use concepts such as attention, interest, desire, and action to help guide message planning, while (33.3%) of them disagreed. As regards variations in perception, the mean value is (3.17), implying that as an advertising agency we use concepts such as attention, interest, desire, and action to help guide message planning.

From bank management respondents point of view, the credibility term was the first that bank management took into consideration while planning and implementing their advertising message, as its mean was equal to (2.33) as shown in table (4.31). Second, memorability term as its mean was (2.53), while personal involvement term was the third as its mean accounted for (4.21). Partner quality came next (4.40), followed by likeability (4.43), brand presence (5.40), novelty (5.69), and finally category feelings (5.93). From the analysis, it is noticed that banks concentrated on tow main terms (credibility and memorability), and they neglected the other main terms that could help them in presenting good advertising message.

Table (4.31)

The terms that banks should be taken into consideration while planning and implementing their advertising message (from bank management point of view)

The term	The mean
Credibility	2.33
Memorability	2.53
Personal involvement	4.21
Likability	4.43
Category feelings	5.93
Brand presence	5.40
Partner quality	4.40
Novelty	5.69

Source: results of questionnaires' analysis

From client respondents point of view, client respondents think that attraction is the first element (23.4%) the advertising message containing it as shown in table (4.32). The second element was attention as it accounted for (21.9%), while motivation was the third (17%). persuasion came next (16.6%), followed by provocation (12.3%), and finally influence (8.9%).

Table (4.32)

Clients think that the advertising message contains one or more of the following elements.... (From client point of view), Palestine

Validity	Frequency	Percentage
Attraction	158	23.4
Attention	148	21.9
Motivation	115	17
Persuasion	112	16.6
Provocation	83	12.3
Influence	60	8.9
Total	676	100

Source: results of questionnaires' analysis

In addition, the great majority of client respondents (76.6%) did not remember the last three bank advertisements, while (23.4%) of them said they remembered it as shown in table (4.33). This is a strong indicator that bank management did not satisfy clients' needs and wants, and their advertisements were ineffective.

Table (4.33)

Clients remember the last three bank advertisements (from client point of view), Palestine

Validity	Frequency	Percentage
Yes	116	23.4
No	380	76.6
Total	496	100

Source: results of questionnaires' analysis

Moreover, the great majority of client respondents (93.1%) was not elected by the bank management to evaluate advertising message to determine the range of advertising message efforts, while (6.9%) only of them said "yes" as shown in table (4.34). This is a strong indication that bank management did not evaluate advertising efficiency and effectiveness.

Table (4.34)

Clients were elected by the bank management to evaluate advertising message to determine the range of advertising message efforts (from client point of view), Palestine

Validity	Frequency	Percentage
Yes	34	6.9
No	462	93.1
Total	496	100

Source: results of questionnaires' analysis

Both tables (4.28) and (4.29) demonstrate that the bank advertising message formulation were ineffective as the total mean value were equal to (3.0789) and (2.8125) from bank management respondents and advertising agency respondents point of view respectively. In addition, table (4.30) demonstrates that the bank advertising message formulation was ineffective as the total mean value was equal to (2.72) from client point of view.

Reflecting table (4.9), t-test of bank advertising message formulation was significant, as it accounted for (-2.295) at sig. (2-tailed) = (.033). This reveals that the bank managements

were ineffective in stating the bank advertising message formulation from bank management point of view.

By referring to table (4.10), the t-test of bank advertising message formulation was significant, accounting for (-2.828) at sig. (2-tailed) = (.037). It reveals that there is a lack of bank advertising message formulation from advertising agency point of view.

In addition, from client respondents' point of view, sign test (table 4.35) of bank advertising message formulation was significant at sig. (2-tailed) = (.000).

Table (4.35)

A binomial (sign) test for the two parts of client questionnaire

Test value = 3.5	
Items	Asymp. Sig. (2-tailed)
Bank advertising message formulation	.000
Bank advertising media	.000
The average of the previous two parts	.000

Source: results of questionnaires' analysis

This indicates that Palestine's banks were ineffective in stating the bank advertising message formulation from client point of view as shown in table (4.35), which presents a binomial test of the two parts of client point of view.

The question that is often raised is: Is there a difference among opinions of client respondents? To answer this question, the researcher used Mann-Whitney test. As shown in table (4.36), Asymp. Sig. (2-tailed) is more than (5%) (.318), a thing which indicates that there is no difference among opinions of clients. This means that there is a semi consensus among client respondents that they were unsatisfied with the bank advertising effectiveness. At this juncture, the clients' opinion will be accepted because clients, not banks, buy the bank services, and because the client is the most important and influential assessor according to the modern marketing, as "a client is the king".

According to Kotler (2003), the modern bank marketing concept states the key to achieving bank goals consists in determining the needs and wants of clients and delivery of the desired satisfactions more effectively and efficiently than competitors. The previous concept rests on four main pillars: target market, client needs, coordinated marketing, and profitability. In target market, bank managements must define their target market(s) carefully if they want to succeed because no bank can operate in every market and satisfy every need and want. In client needs, banks must understand the clients' needs besides the definition of target market. Client oriented thinking requires the bank to define client needs from the client point of view.

(Table (4.36

Mann-Whitney test of opinions of client respondents

Mann-Whitney U	119760.500
Wilcoxon W	245010.500
Z	-.998
Asymp. Sig. (2-tailed)	.318

Source: results of questionnaires' analysis

Another question that is often raised is as follows: Is there a difference among opinions of bank management respondents and client respondents? To answer this question, the researcher used T-test. As shown in table (4.37), sig. is less than (5%) (.017), which indicates that there is a difference among the average opinions of bank management respondents and client respondents. The interpretation of these differences existed in the analysis of tables (4.11), 4.12), and (4.36).

Table (4.37)

T-test of opinions of bank management respondents and client respondents

	Levene's test for equality of variances		t-test for equality of means			
	F	Sig.	T	df	Sig. (2-tailed)	Mean difference
Equal variances assumed	5.684	.017	1.837	518	.067	3.1550
Equal variances not assumed			2.492	22.06	.021	2.7282

Source: results of questionnaires' analysis

The third question that is often raised is as follows: Is there a difference among opinions of advertising agency respondents and client respondents? To answer this question, the researcher used T-test. As shown in table (4.38), sig. is more than (5%) (.216), which indicates that there is no difference among the average opinions of advertising agency respondents and client respondents. The interpretation of these similarities existed in the analysis of tables (4.13) and (4.36).

Table (4.38)

T-test of opinions of advertising agency respondents and client respondents

	Levene's test for equality of variances		t-test for equality of means			
	F	Sig.	T	df	Sig. (2-tailed)	Mean difference
Equal variances assumed	1.518	.219	1.240	504	.216	.5224
Equal variances not assumed			1.610	5.207	.166	.5224

Source: results of questionnaires' analysis

The fourth question that is often raised is as follows: Is there a difference among opinions of bank management respondents, advertising agency respondents and client respondents? To answer this question, the researcher used F-test. As shown in table (4.39), sig. is more than (5%) (.081), which indicates that there is no difference among the average opinions of bank management respondents, advertising agency respondents and client respondents. But, the sig. is nearly from (5%), as there is a difference among opinion of bank management respondents and advertising agency respondents, in addition to the difference among opinion of bank management respondents and client respondents as shown in tables (4.11), (4.12), and (4.36).

Table (4.39)

There is a difference among opinions of bank management respondents, advertising agency respondents, and client respondents

	Sum of squares	Df	Mean square	F	Sig.
Between group (combined)	5.225	2	2.612	2.526	.081
Within group	540.942	523	1.034		
Total	546.167	525			

Source: results of questionnaires' analysis

To conclude, lack of advertising message formulation contributed to ineffectiveness of bank advertising. Also, the results of analysis give a strong indication that there is a traditional concept of bank advertising message formulation.

Fifth Hypothesis: There is a statistically significant relationship between bank advertising media selection and bank advertising efficiency (inputs / outputs) and effectiveness

- Advertising Efficiency:

Table (4.40) shows the efficiency scores for each DMU, benchmark, and slacks of inputs and outputs of bank advertising media selection to measure advertising efficiency.

From the table, it is noticed that (1) bank out of (20) is inefficient in choosing bank advertising media to increase bank advertising efficiency, as the efficiency score of this bank is less than (70%).

In addition, the table shows the benchmark. For example, DMU's in lines 9, 10, and 14 are those units which generate (by linear combination with those factors in brackets) the "fictive unit" to which F1 is compared. F1 is less efficient than this "fictive unit" (benchmark). Those numbers in brackets for the benchmarks are exactly the positive components of Z. none of them can be seen to be "best" or "least". Each DMU stated there is DEA efficient and belongs to the set of DMUs to which the inefficient DMU under consideration was compared.

Moreover, Slack analysis results are reported in the table. The most slack entries are equal to zero, implying that bank management chose the proper advertising media selection, and bank management spent the proper money on advertising media.

- Advertising Effectiveness:

Table (4.41) shows the level of bank advertising media effectiveness in Palestine from bank management point of view.

Table (4.41)

The level of bank advertising media effectiveness in Palestine from bank management point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Bank management determine the size of target group and their characteristics in advertisements		65		15	20	3.10	Disagree
The time factor is vital when executing the advertising program by bank management	10	65	10	5	10	3.60	Agree
Because of alternative media availability, comparison of media selection is a simple task		60	10	20	10	3.20	Disagree
Bank management decide on advertising budget before advertising media selection	5	65	10		20	3.35	Disagree
Bank managers are aware of the need to study: reach, frequency, and impact before media selection	10	50	10	10	20	3.20	Disagree
Bank management considered that knowing the media habits of clients is essential for deciding among alternatives	10	55	10	10	15	3.35	Disagree
Cost of media is essential for deciding on media selection	10	65	5	10	10	3.55	Agree
Bank management use a single advertising media for all clients		35	5	50	10	2.65	Disagree
When new clients enter the market, it is necessary to continue advertising effort	10	60	20		10	3.40	Disagree
Total mean of bank advertising media selection	3.2667						
Interpretation of total mean of bank advertising media selection	Disagree						

Source: results of questionnaires' analysis

From advertising agency point of view, the following table shows the level of bank advertising media selection effectiveness in Palestine.

Table (4.42)

The level of bank advertising media selection effectiveness in Palestine from advertising agency point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Our agency chooses the advertising media	16.7	50			33.3	3.17	Disagree
The time factor is vital when executing our advertising program	16.7	83.3				4.17	Agree
Due to availability of a number of media, comparison before selection is difficult task		16.7			83.3	1.50	Disagree
Our agency selects advertising media according to advertising budget		50			50	2.50	Disagree
Cost of media is most essential in deciding on media selection	16.7	66.7	16.7			4.00	Agree
Advertising agency uses a single advertising media for all clients		16.7			83.3	1.50	Disagree
Total mean of bank advertising media selection	2.8056						
Interpretation of total mean of bank advertising media selection	Disagree						

Source: results of questionnaires' analysis

From client point of view, table (4.43) shows the level of bank advertising media selection effectiveness in Palestine.

Table (4.43)

Level of bank advertising media selection effectiveness in Palestine from client point of view

Items	Very Good	Good	Fair	Poor	Very Poor	The Mean	Interpretation
Clients think that advertising media used by the bank were	2.8	27.4	32.4	18	18.8	2.77	Poor
Total mean of media selection.	2.77						
Interpretation	Poor						

Source: results of questionnaires' analysis

As shown in table (4.41), the great majority of bank management respondents (65%) agreed that bank management determine the size of target group and their characteristics in advertisements, while (35%) of them disagreed. The variations in evaluation resulted in a mean of (3.10), which reveals that bank management determine the size of target group and their characteristics in advertisements. From advertising agency respondents point of view, as shown in table (4.42), the great majority of the respondents of advertising agencies (66.7%) agreed that agency chooses the advertising media, while (33.3%) of them disagreed. The mean value is equal to (3.17), which reveals that the majority “disagree” that agency chooses the advertising media.

In addition, as shown in table (4.41), the great majority of respondents (75%) agreed that the time factor is vital when executing the advertising program by bank management,

while (25%) of them disagreed. The differences in evaluation resulted in a mean of (3.60), implying that respondents agreed that the time factor is vital when executing the advertising program by bank management. From advertising agency respondents point of view, as shown in table (4.42), the great majority of the respondents (100%) agreed that the time factor is vital when executing our advertising program. The data also shows that there were variations in evaluation resulting in a mean of (4.17), which reveals that the time factor is vital when executing our advertising program. But as mentioned before in the previous hypothesis, from client respondents point of view as shown in table (4.43), (35.6%) of client respondents thought that the time of bank advertising message was "poor", while (35%) of them ranked it as "fair", and the remaining (29.4%) ranked it as good. This result could be due to bank managements' negligence of three factors when deciding on media timing: client's turnover, purchase frequency, and the forgetting rate (Al Alaq and Rababa'a, 1998; Kotler, 2003). The importance of media timing was indicated by Yoon study (2000) which showed that most promotional messages would be likely more effective if hotel managements could decide properly on advertising media timing.

A majority of bank management respondents (60%) agreed that because of alternative media availability, comparison of media selection is a simple task, while (30%) disagreed. Data showed that there were variations in perception so the mean value was (3.20), implying that the majority of respondents agreed that because of alternative media availability, comparison of media selection is a simple task. In line with the opinion of bank management respondents, (83.3%) of the advertising agency respondents strongly disagreed that due to availability of a number of media, comparison before selection is difficult task, while (16.7%) of them agreed as shown in table (4.42). The data also reveal that there were differences in perception as the mean value was (1.50), revealing that due to availability of a number of media, comparison before selection is difficult task.

Also, the great majority of bank managements (70%) agreed that bank management decide on advertising budget before advertising media selection, while (20%) of them do not. The mean value is equal to (3.35), revealing that the respondents agreed that bank management decide on advertising budget before advertising media selection. From advertising agency respondents point of view, as shown in table (4.42), (50%) of the respondents strongly disagreed that agency selects advertising media according to advertising budget, while (50%) of them agreed. As regards differences in perception, the mean value is equal to (2.50), which reveals that agency selects advertising media according to advertising budget.

Moreover, (60%) of bank management respondents agreed that bank managers are aware of the need to study: reach, frequency, and impact before media selection, while (30%) of

them disagreed. From the differences in perception, the mean value was (3.20), implying that bank managers are aware of the need to study: reach, frequency, and impact before media selection.

Furthermore, the majority of bank management respondents (65%) agreed that bank management considered that knowing the media habits of clients is essential for deciding among alternatives, while (25%) of them disagreed. From data analysis, the mean value was equal to (3.35), revealing that respondents agreed that bank management considered that knowing the media habits of clients is essential for deciding among alternatives.

As mentioned in table (4.41), the great majority of bank management respondents (75%) agreed that cost of media is essential for deciding on media selection, while (20%) of them said they did not. As data analysis showed, the mean value was (3.55), reflecting that the great majority of respondents agreed that cost of media is essential for deciding on media selection. From advertising agency respondents point of view, as shown in table (4.42), the majority of the respondents (83.3%) agreed that cost of media is most essential in deciding on media selection, while (16.7%) of them said no opinion. As regards variations in perception, the mean value is (4.00), implying that cost of media is most essential in deciding on media selection.

As has been previously shown in table (4.41), (60%) of the respondents disagreed that bank management use a single advertising media for all clients, while (35%) of them agreed. The remaining (5%) had no opinion. As data analysis shows, the mean value is (2.65), which indicates that respondents disagreed that bank management use a single advertising media for all clients. From advertising agency respondents point of view, as shown in table (4.42), (83.3%) of the respondents strongly disagreed that advertising agency uses a single advertising media for all clients, while (16.7%) of them agreed. The data also reveal that there were differences in perception as the mean value was (1.50), revealing that advertising agency uses a single advertising media for all clients.

Table (4.41) also shows that most respondents (70%) agreed that when new clients enter the market, it is necessary to continue advertising effort, while (30%) of them opted for “disagree”. From variations in perception, the mean value was (3.40), revealing that majority of respondents agreed when new clients enter the market, it is necessary to continue advertising effort.

From client respondents point of view as shown in table (4.43), the big percentage of client respondents thought that advertising media were poor as (36.8%) of respondents ranked advertising media between "poor" and "very poor", (32.4%) ranked them as “fair”, and the remaining (30.2%) as "good". Data showed the existence of differences in perception so the mean value was (2.77), implying the respondents generally thought advertising media

used by bank management was poor. It could be attributed to the lack of setting bank advertising objectives, non-allocation of bank advertising budget, and ineffectiveness of bank advertising media used. As shown in the literature, the development of a bank budget is considered an integral part of the media program. Deciding on the bank advertising budget and media should be made together (Holtje, 1978).

Furthermore, tables (4.41) and (4.42) demonstrate that bank advertising media were ineffective, as the total mean value were equal to (3.2667) and (2.8056) from bank management respondents and advertising agency point of view respectively. In addition, table (4.43) demonstrates that bank advertising media was ineffective, as the total mean value was equal to (2.77) from client respondents point of view.

Table (4.44) shows advertising media bank management used in percentage.

Table (4.44)

Advertising media used by bank managements (from bank management point of view)

Media	Percentage
Personal relation	28.4
Newspapers	22.6
Magazines	8.2
Radio	7.6
Television	6.8
Internet	6.8
Brochure and posters	18
Others, please specify?	1.6
Total	100

Source: results of questionnaires' analysis

It is noticed from the above table that the personal relation media was the first as it was accounted for (28.4%). Second, newspapers media was accounted for (22.6%) of media used, while brochure and posters media accounted for (18%) of bank advertising expenditure. Magazines came next (8.2%), followed by radio (7.6%), television (6.8%), Internet (6.8%), and finally others (1.6%). As shown before, the client respondents generally thought advertising media used by bank management was poor. It could be attributed to the lack of setting bank advertising objectives, non-allocation of bank advertising budget, and ineffectiveness of bank advertising media used. As shown in the literature, the development of a bank budget is considered an integral part of the media program. Deciding on the bank advertising budget and media should be made together (Holtje, 1978).

From clients' point of view, it is noticed from the following table that the personal relation media was the first that they came to know about the bank they deal with, as it was accounted for (36.46%). Second, others media (the majority of respondents reported that

they came to know about the bank they deal with according to the nature of work) was accounted for (14.81%). Third, newspapers media was accounted for (14.56%) of media used, while brochure and posters media accounted for (13.29%) of bank advertising expenditure. Television came next (8.35%), followed by radio (5.95%), Internet (3.67%), and finally magazines (2.91%). It is noticed that results nearly are the same between bank management respondents and client respondents.

Table (4.45)

Clients came to know about the banks they deal with through the following advertising media used by bank managements (from client point of view)

Media	Percentage
Personal relation	36.46
Newspapers	14.56
Magazines	2.91
Radio	5.95
Television	8.35
Internet	3.67
Brochure and posters	13.29
Others, please specify?	14.81
Total	100

Source: results of questionnaires' analysis

From the previous analysis, it is noticed that more than the half of expenses was allocated to public relation, newspapers, and brochure. This means that bank advertising did not pay attention to other types of advertising media. Advertising is used in a very narrow way despite the spread of other fast means such as the Internet. It is necessary to evaluate all the different media alternatives because managers should make their choice among media categories according to several variables: clients' media habits, services, message, and costs (Holtje, 1978). This implies that bank management in Palestine incline towards a more traditional perspective on advertising. This enhances the clients' opinion.

Table (4.46) shows the importance of the various bases on which bank managements choose advertising media from bank management viewpoint.

Table (4.46)

Importance of various bases on which bank managements choose advertising media from bank management viewpoint, Palestine

Items	Importance Degree									
	Very High		High		Moderate		Low		Very Low	
	*F	**P	F	P	F	P	F	P	F	P
Characteristics of bank services	3	15	13	65	3	15	1	5		
Knowledge and experience of bank staff	5	25	11	55	4	20				

Size of advertising budget allocation	1	5	9	45	2	10	3	15	5	25
Nature of target market and target people	5	25	8	40	5	25	2	10		
Results of marketing researches on proper advertising medium	2	10	4	20	7	35	3	15	4	20
Benefiting from foreign banks experience	1	5	2	10	6	30	5	25	6	30

* F = Frequency & ** P = Percentage

Source: results of questionnaires' analysis

From the previous table it can be seen that bank managements take into consideration characteristics of bank services as (80%) of respondents ranked "characteristics of bank services" base as "high" when deciding on advertising media, while (15%) ranked it as "moderate".

Table (4.46) also shows that the "Knowledge and experience of bank staff" base is very important in deciding on advertising media as (80%) of respondents ranked it as "high" when bank managements decide on advertising media, while (20%) ranked it as "moderate". This result enhances the previous one that (55%) of bank management respondents depend on personal judgment base upon setting advertising budget as shown earlier in table (4.25).

Furthermore, "Size of advertising budget allocation" base is important when bank managements choose advertising media as (50%) of respondents ranked taking this base into consideration as "high", while (10%) of them ranked it as "moderate", and another (40%) as "low".

The nature of target market is another important base for bank management when choosing advertising media as (65%) of respondents ranked it as importance as "high", while (25%) ranked its importance as "moderate" and the remaining (10%) as "low".

In contrast, bank managements consider "results of marketing researches on proper advertising media" base less important when deciding on advertising media as (35%) of respondents ranked its importance as "low", while (35%) of them ranked its importance as "moderate", and the remaining percentage (30%) as "high". This result could be due to various factors such as, the establishment of banks in Palestine is rather recent, bank managements lack work experience, and high degree is not a prerequisite to be involved in bank advertising as shown in tables (3.19), (3.20), and (3.23) respectively. Also, most of banks in Palestine are considered as small size business.

The last base "getting benefit from leading countries experiences" is less important when deciding on advertising media as (55%) of respondents ranked its importance as "low", while (30%) of them ranked it as "moderate", and (15%) as "high".

In general, bank managements take into consideration some bases that are traditional such as personal judgment, and do not take into account other bases that are modern such as

results of marketing researches on proper advertising media when they choose advertising media.

In line with table (4.45), the great majority of client respondents (78.8%) agreed that there is a positive effect of proper advertising media on the potential client, while (10.8%) of them said “disagreed”, and (9.8%) had “no opinion” as shown in table (4.47). From data analysis, the mean value is equal to (3.72), which implies that the great majority of respondents in general thought that proper advertising media had a positive effect on the potential client.

Table (4.47)

Positive effect of proper advertising media on potential clients from client point of view, Palestine

Validity	Frequency	Percentage
Strongly agree	39	7.8
Agree	355	71
No opinion	49	9.8
Disagree	32	6.4
Agree	22	4.4
Total	497	99.4
Missing system	3	0.6
Total	500	100
Mean	3.72	
Interpretation	Agree	

Source: results of questionnaires' analysis

Table (4.48) shows that many client respondents (25.03%) said that television was the proper advertising media to watch advertisement through, (24.13%) chose the personal relations, (14.78%) radio, (12.94%) newspapers, (11.88%) posters, (5.98%) Internet, (4.24%) magazines, and (1.02%) the others.

Analysis implies that television and personal relations are very important advertising media that clients prefer to read advertisement through.

Table (4.48)

Proper advertising media that clients prefer to read advertisement through by percentage from clients' point of view, Palestine

Media	Percentage
Television	25.03
Personal relation	24.13
Radio	14.78
Newspapers	12.94
Posters	11.88
Internet	5.98
Magazines	4.24
Others	1.02
Total	100

Source: results of questionnaires' analysis

Table (4.49) presents means of persuading clients through proper advertising media that they prefer.

Table (4.49)

Means of persuading clients through proper advertising media that they prefer (from clients' point of view), Palestine

Validity	Frequency	Percentage
Good design	164	19.4
Satisfaction of my wants and needs	335	39.6
Simplicity	167	19.8
Proper timing	164	19.4
Others, please specify?	15	1.8

Source: results of questionnaires' analysis

As shown in the previous table, the first means of persuading clients of proper advertising media was bank advertisement satisfaction of clients' needs, which accounted for (39.6%). Simplicity of bank advertisement was the second as it got (19.8%). Proper timing of bank advertisements and good design shared the third position as each of them got (19.4%) of client respondents.

The previous analysis showed that bank advertisement satisfaction of clients' needs is very important, which necessitates that bank managements should take satisfaction of clients' needs into consideration when they decide on advertising media. This result is in harmony with modern bank marketing which emphasize that the key to achieving bank goals consists in determining the needs and wants of clients and delivery of the desired satisfactions more effectively and efficiently than competitors (Kotler, 2003).

As shown in table (4.9), t-test of bank advertising media was not significant, as it accounted for (-1.264) at sig. (2-tailed) = (.221). This reveals that bank managements were effective in stating the bank advertising media from bank management point of view.

By referring to table (4.10), the t-test of bank advertising media selection was significant, accounting for (-2.975) at sig. (2-tailed) = (.031). It reveals that there is a lack of bank advertising media selection from advertising agency point of view.

As mentioned in table (4.35) from client respondents point of view, sign test of bank advertising media was significant at sig. (2-tailed) = (.000). This reveals that bank managements were ineffective in stating the bank advertising media from client point of view. At this context, the clients' opinion will be accepted because clients, not banks, buy the bank services and customer satisfaction must be the prime objectives for businesses.

To conclude, lack of bank advertising media used in Palestine contributes to ineffectiveness of bank advertising. Also, the results of analysis give a strong indication that bank managements in Palestine still maintain a traditional concept of bank advertising media.

Sixth Hypothesis: There is a statistically significant relationship between bank advertising evaluation and bank advertising efficiency (inputs / outputs) and effectiveness

- Advertising Efficiency:

Table (4.50) shows the efficiency scores for each DMU, benchmark, and slacks of inputs and outputs of bank advertising evaluation to measure advertising efficiency.

From the table, it is noticed that (18) banks out of (20) are inefficient in evaluating bank advertising to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).

In addition, the table shows the benchmark. For example, DMU's in lines 2, 14, and 18 are those units which generate (by linear combination with those factors in brackets) the "fictive unit" to which F1 is compared. F1 is less efficient than this "fictive unit" (benchmark). Those numbers in brackets for the benchmarks are exactly the positive components of Z. none of them can be seen to be "best" or "least". Each DMU stated there is DEA efficient and belongs to the set of DMUs to which the inefficient DMU under consideration was compared.

Moreover, Slack analysis results are reported in the table. The most slack entries are positive, implying that bank management did not evaluate bank advertising. Also, bank management can increase its outputs by evaluating advertising, and this situation can increase bank advertising efficiency. We can decrease inputs to get the same outputs, or we can increase outputs with the same inputs.

- Advertising Effectiveness:

Table (4.51) shows the level of bank advertising evaluation effectiveness in Palestine from bank management point of view.

Table (4.51)

The level of bank advertising evaluation effectiveness in Palestine from bank management point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Bank management evaluate results of bank advertising efforts	5	45	10	20	20	2.95	Disagree
Bank management allocate special percentage of advertising budget to evaluation		15	10	50	25	2.15	Agree
Bank management evaluate advertising message on sample of target group		30	5	45	20	2.45	Disagree
Bank management evaluate advertising message during advertising campaigns execution		30	5	45	20	2.45	Disagree
Bank management evaluate effect of advertisement on the target group after completing advertising campaigns		25	15	40	20	2.45	Disagree
Bank management need to know the short term effect of advertising		25	20	35	20	2.50	Disagree
Bank management need to know the long term effect of advertising	5	25	10	40	20	2.55	Agree
Total mean of bank advertising evaluation	2.5000						
Interpretation of total mean of bank advertising evaluation	Disagree						

Source: results of questionnaires' analysis

From advertising agency point of view, the following table shows the level of bank advertising evaluation effectiveness in Palestine.

Table (4.52)

The level of bank advertising evaluation effectiveness in Palestine from advertising agency point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree	The Mean	Interpretation
Our agency evaluates results of bank advertising efforts		16.7			83.3	1.50	Disagree
Our agency allocates special percentage of advertising budget to evaluation of campaign result		16.7			83.3	1.50	Disagree
Our agency evaluates advertising message on sample of target group		16.7			83.3	1.50	Disagree
Our agency evaluates advertising message during our campaigns execution		16.7			83.3	1.50	Disagree
Our agency evaluates effect of advertisement on our target group after completing advertising campaigns			16.7		83.3	1.33	Disagree
Our agency needs to know the short term effect of an advertising campaign		16.7			83.3	1.50	Disagree
Our agency needs to know the long term effect of an advertising campaign	16.7				83.3	1.67	Disagree
Total mean of bank advertising evaluation	1.5000						
Interpretation of total mean of bank advertising evaluation	Disagree						

Source: results of questionnaires' analysis

In table (4.51), (50%) of the respondents agreed that bank management evaluate results of bank advertising efforts, while (40%) of them disagreed. It can be concluded that a big percentage of the respondents who answered “agree” or “strongly agree” did not follow modern evaluation of bank advertising efforts. This may have resulted in lack of bank advertising efforts, as it will be clarified later in the items related to evaluation. The variations in evaluation resulted in a mean of (2.95), which implies that the respondents of bank managements did not evaluate results of bank advertising efforts. From advertising agency respondents point of view as shown in table (4.52), the great majority of the respondents of advertising agencies (83.3%) strongly disagreed that agency evaluates results of bank advertising efforts, while (16.7%) of them agreed. The mean value is equal to (1.50), which reveals that the majority “disagree” that agency evaluates results of bank advertising efforts.

In addition, the great majority of the bank management respondents (75%) indicated that bank management did not allocate a specific percentage of advertising budget to

evaluation, while (15%) of them agreed. The differences in perceptions resulted in a mean of (2.15), which indicates that bank managements in general did not allocate a specific percentage of the advertising budget to evaluation. This result could be due to not setting bank advertising objectives, non-allocation of bank advertising budget, ineffectiveness of message formulation, and ineffectiveness of bank advertising media used as shown throughout this chapter. From advertising agency respondents point of view as shown in table (4.52), the great majority of the respondents (83.3%) strongly disagreed that agency allocates special percentage of advertising budget to evaluation of campaign result, while (16.7%) of them agreed. The data also shows that there were variations in evaluation resulting in a mean of (1.50), which reveals that agency did not allocate special percentage of advertising budget to evaluation of campaign result.

Moreover, the great majority of the respondents (65%) indicated that bank management did not evaluate the advertising message on a sample of target group (pre-testing), while (30%) of them said that they did as shown in table (4.51). The data shows that there were variations in evaluation resulting in a mean of (2.45), which reveals that bank managements did not evaluate the advertising message on a sample of target group. From advertising agency respondents point of view as shown in table (4.52), (83.3%) of the respondents strongly disagreed that agency evaluates advertising message on sample of target group, while (16.7%) of them agreed. The data also reveal that there were differences in perception as the mean value was (1.50), revealing that agency did not evaluate advertising message on sample of target group.

Furthermore, (65%) of the respondents said that bank management did not evaluate advertising message during advertising campaign execution as shown in table (4.51), while (30%) of them did. Variations in evaluation resulted in a mean of (2.45), which implies that the majority of respondents disagreed that bank management evaluated advertising message during advertising campaign execution. From advertising agency respondents point of view as shown in table (4.52), (83.3%) of the respondents strongly disagreed that agency evaluates advertising message during our campaigns execution, while (16.7%) of them agreed. As regards differences in perception, the mean value is equal to (1.50), which reveals that agency did not evaluate advertising message during our campaigns execution.

Moreover, (60%) of the respondents disagreed that bank management evaluated the effect of advertisement on the target group after finishing advertising campaigns, while (25%) of them agreed as shown in table (4.51). The mean value is (2.45), which implies that bank management did not evaluate the effect of advertisement on the target group after finishing advertising campaigns. From advertising agency respondents point of view as shown in table (4.52), the majority of the respondents (83.3%) disagreed that agency evaluates effect

of advertisement on our target group after completing advertising campaigns, while (16.7%) of them said no opinion. As regards variations in perception, the mean value is (1.33), implying that agency did not evaluate effect of advertisement on our target group after completing advertising campaigns.

As shown in table (4.51), (55%) of respondents disagreed that bank management need to know the short term effect of advertising, while (25%) of them agreed. The differences in perceptions resulted in a mean of (2.50), which indicates that bank management did not need to know the short term effect of advertising. From advertising agency respondents point of view as shown in table (4.52), (83.3%) of the respondents disagreed that agency needs to know the short term effect of an advertising campaign, while (16.7%) of them agreed. The data also reveal that there were differences in perception as the mean value was (1.50), revealing that agency did not need to know the short term effect of an advertising campaign.

In addition, (60%) of bank management respondents disagreed that bank management need to know the long term effect of advertising, while (30%) of them agreed. The mean value is (2.55), which implies that bank management did not need to know the long term effect of advertising. From advertising agency respondents point of view as shown in table (4.52), (83.3%) of the respondents disagreed that agency needs to know the long term effect of an advertising campaign, while (16.7%) of them agreed. The data also reveal that there were differences in perception as the mean value was (1.50), revealing that agency did not need to know the long term effect of an advertising campaign.

By going back to tables (4.51) and (4.52) demonstrate that bank advertising evaluation were ineffective, as the total mean value were equal to (2.5000) and (1.5000) from bank management respondents and advertising agency respondents point of view respectively.

Table (4.53) shows the level of significant interest of the following statements to advertisers of banking services from bank management point of view.

Table (4.53)

The level of significant interest of the following statements to advertisers of banking services from bank management point of view, Palestine.

Items	Strongly agree	Agree	No Opinion	Disagree	Strongly Disagree
The use of technological advances	20	65		15	
Kinds of machines and equipment used	25	55		15	5
Design of work and methods and techniques of	5	95			

advertising work					
Ability to work that acquired from learning, training, and practical experience	10	90			
Motivation to work and desire to do this work through physical and social conditions surrounding work	15	80		5	

Source: results of questionnaires' analysis

In the previous table, the great majority of bank management respondents agreed with the previous statements. From the researcher point of view, this is a good indicators if only is applied in reality, and when there is a modern bank management, not traditional.

In line with the previous opinion of the researcher, (40%) of bank management respondents said that increasing sales size was the first tool that they use in measuring the impact of advertisement, while (25%) of them agreed with increasing market share, (20%) said "others", and the remaining (15%) agreed with increasing profits.

Table (4.54) shows reasons – from bank managements' point of view – that may limit bank advertising efforts.

Table (4.54)

Reasons that may limit bank advertising efforts from bank management point of view, Palestine

Validity	Frequency	Percentage
Lack of financial resources	14	70
Unavailability of qualified expertise inside the bank	0	0
Unavailability of qualified expertise outside the bank	1	5
Non-existence of realistic and scientific plan of bank advertisement	3	15
Lack of clarity in bank advertising objectives and activities	1	5
Bank management lack of faith in positive results of advertising efforts	1	5
Total	20	100

Source: results of questionnaires' analysis

As shown in table (4.54), (70%) of respondents ranked “lack of financial resources” as the first reason for limited bank advertising efforts, while (15%) of them ranked "non-existence of realistic and scientific plan of bank advertisement" as the second reason, and the other three reasons had equal percentages as (5%) of the respondents considered unavailability of qualified expertise outside the bank, while another (5%) of them considered lack of clarity in bank advertising objectives and activities, and (5%) them ranked bank management lack of faith in positive results of advertising efforts. Bank managements' choice and ranking of these reasons could be attributed to the relatively recent establishment of banks in Palestine, lack of work experience of bank management

respondents, and insufficient academic and professional qualifications of those involved in bank advertising as shown in tables (3.19), (3.20), and (3.23) respectively.

Nearly all the respondents did not accept the other reasons that the researcher included in the questionnaire such as unavailability of qualified expertise inside the bank.

By going back to table (4.9), t-test of bank advertising evaluation was significant, as it accounted for (-4.448) at sig. (2-tailed) = (.000). This reveals that there is a lack of bank advertising evaluation from advertising agency point of view from bank management point of view.

By referring to table (4.10), the t-test of bank advertising evaluation was significant, accounting for (-4.000) at sig. (2-tailed) = (.010). It reveals that there is a lack of bank advertising evaluation from advertising agency point of view.

It can also be concluded that t-test of the average of six parts of our model was significant, accounting for (-2.945) at sig. (2-tailed) = (.047) as shown in table (4.9). This indicates that bank managements were ineffective in stating the six parts of our model from bank management point of view.

In addition, t-test of the average of six parts of our model was significant, accounting for (-3.323) at sig. (2-tailed) = (.0235) as shown in table (4.10). This indicates that bank managements were ineffective in stating the six parts of our model from advertising agency point of view.

Moreover, it can be concluded that sign test of the average of two parts of client questionnaire was significant at sig. (2-tailed) = (.000) as shown in table (4.35). This reflects that bank managements were ineffective in stating the two parts of client questionnaire from client point of view.

To conclude, the unavailability of bank advertising evaluation contributes to ineffectiveness of bank advertising. Also, the results of analysis give a strong indication that there is a traditional concept of bank advertising evaluation.

Seventh Hypothesis: There are significant inter-correlations among the factors of our model which influence the effectiveness of bank advertising

According to Pearson correlation, table (4.55) indicates that there is a significant relationship among six parts of our model according to bank managements' questionnaire.

Table (4.55)

Pearson correlation among six parts of our model according to bank managements' questionnaire

	Environment	Objectives	Budget	Message	Media	Evaluation	The average of six parts
Environment		.637	.692	.715	.749	.855	.842
Sig. (2-Tailed)		.003	.001	.000	.000	.000	.000
Objectives	.637		.583	.574	.554	.545	.813
Sig. (2-Tailed)	.003		.007	.008	.011	.013	.000
Budget	.692	.583		.876	.883	.802	.885
Sig. (2-Tailed)	.001	.007		.000	.000	.000	.000
Message	.715	.574	.876		.932	.701	.882
Sig. (2-Tailed)	.000	.008	.000		.000	.001	.000
Media	.749	.554	.883	.932		.762	.896
Sig. (2-Tailed)	.000	.011	.000	.000		.000	.000
Evaluation	.855	.545	.802	.701	.762		.837
Sig. (2-Tailed)	.000	.013	.000	.001	.000		.000
The average of six parts	.842	.813	.885	.882	.896	.837	
Sig. (2-Tailed)	.000	.000	.000	.000	.000	.000	

Source: results of questionnaires' analysis

As shown in table (4.55), there is a significant correlation between "external and internal environments" and "setting bank advertising objectives". This significant correlation is (.637) at sig. (2-tailed) = (.003). This could be attributed to the necessity to know opportunities and threats from external environment and strengths and weaknesses from internal environment (SWOT analysis). So, it is important to put advertising objectives according to SWOT analysis. In other words, this could be due to advertisers must know the parts of the environments to monitor if the banks are to achieve its advertising goals.

Also, a significant correlation exists between "external and internal environments" and "allocation of advertising budget". This correlation accounts for (.692) at sig. (2-tailed) = (.001). This refers to the need for knowing the SWOT analysis when determining advertising budget allocation because without knowing the parts of the environments, it is difficult to success even if we put a big budget. Another significant correlation exists between "external and internal environments" and "bank advertising message formulation". This correlation accounts for (.715) at sig. (2-tailed) = (.000). At this juncture there is a need for knowing the SWOT analysis to adapt advertising message with the environment because without knowing the parts of the environments, it is difficult to success in presenting advertising message. In addition, there is a significant correlation between "external and internal environments" and "bank advertising media". This significant

correlation is (.749) at sig. (2-tailed) = (.000). This could be attributed to the importance of environment because without knowing the parts of the environments, it is difficult to choose the proper advertising media. Another significant correlation exists between "external and internal environments" and "evaluation of bank advertising". This correlation accounts for (.855) at sig. (2-tailed) = (.000). This could be attributed to the importance of environment because without knowing the parts of the environments, it is difficult to success in advertising evaluation. As mentioned earlier, this part is connected with advertising objectives because without existence of advertising objectives, we can not able to do advertising evaluation. Another significant relationship is found between "external and internal environments" and the average of the six parts of our model. This significant relationship is equal to (.842) at sig. (2-tailed) = (.000). This could be attributed to the importance of external and internal environments that are needed for the other five factors of our model. Advertisers must know how to adapt and respond to a continuously changing in environment. Advertisers have to monitor key macro-environment forces (demographic, economic, technological, political and legal, social, and cultural) and significant microenvironment actors (clients, competitors... etc.) that will affect its ability to success in advertising.

As shown in table (4.55), there is a significant correlation between "setting bank advertising objectives" and "bank advertising budget allocation". This significant correlation is (.583) at sig. (2-tailed) = (.007). This could be due to the necessity for the proper advertising budget allocation, which may help achieve bank advertising objectives. Also, there is a significant correlation between "setting bank advertising objectives" and "bank advertising message formulation". This significant correlation is (.574) at sig. (2-tailed) = (.008). This could be due to the necessity for the proper message formulation, which may help achieve bank advertising objectives. Also, a significant correlation exists between "setting bank advertising objectives" and "bank advertising media". This correlation accounts for (.554) at sig. (2-tailed) = (.011). This refers to the need for proper bank advertising media that may achieve bank advertising objectives through proper bank advertising messages. Another significant correlation exists between "setting of bank advertising objectives" and "evaluation of bank advertising". This correlation accounts for (.855) at sig. (2-tailed) = (.000). At this juncture there is a need for evaluating bank advertising effectiveness to show if the campaign achieves the predetermined specific advertising objectives or not.

Another significant relationship is found between "setting bank advertising objectives" and the average of the six parts our model. This significant relationship is equal to (.813) at sig. (2-tailed) = (.000). This could be attributed to the importance of bank advertising

objectives that are needed for the other six factors of our model because "setting of bank advertising objectives" is the most essential factor that is relied on when designing effective bank advertising program according to Kotler (2003).

Table (4.55) shows that there is a significant correlation between "allocation of bank advertising budget" and "bank advertising message formulation". This significant correlation is (.876) at sig. (2-tailed) = (.000). To develop a creative strategy: message generation, message evaluation and selection, message execution, and social responsibility, there is a need for bank advertising budget to cover the expenses that are related to message formulation.

Furthermore, a significant correlation exists between "allocation of bank advertising budget" and "bank advertising media". This correlation accounts for (.883) at sig. (2-tailed) = (.000). This indicates the significance of the development of a bank advertising budget that is considered an integral part of the bank advertising media program. Deciding on the bank advertising budget and the media should be simultaneous. According to several variables, media managers make their choice among media categories: client's media habits, services, message, and costs (Kotler, 2003).

Another significant correlation exists between "allocation of bank advertising budget" and "evaluation of bank advertising". This correlation accounts for (.802) at sig. (2-tailed) = (.000). This could be attributed to the importance of evaluating the campaign to determine if the money is being spent wisely. Another significant relationship is found between "allocation of bank advertising budget" and the average of the six parts our model. This significant relationship is equal to (.885) at sig. (2-tailed) = (.000). This could be due to the importance of bank advertising budget needed for the other five factors of our model because without a budget, there is a negative effect on the functionality of the other five factors of our model.

Table (4.55) shows that there is a significant relationship between "bank advertising message formulation" and "bank advertising media" (bank management questionnaire). This significant relationship is equal to (.932) at sig. (2-tailed) = (.000). According to Spearman's rho correlation, table (4.56) shows that there is a significant correlation between "bank advertising message formulation" and "bank advertising media" (client questionnaire). This significant correlation is (.808) at sig. (2-tailed) = (.000). This shows the need for selecting the proper advertising media to carry the bank advertising message as shown in bank management literature.

Table (4.56)

Spearman's rho correlation between two parts of clients' questionnaire

	Message	Media	The average of two parts
Message		.808	.991
Sig. (2-Tailed)		.000	.000
Media	.808		.874
Sig. (2-Tailed)	.000		.000
The average of two parts	.991	.874	
Sig. (2-Tailed)	.000	.000	

Source: results of questionnaires' analysis

Furthermore, there is a significant relationship between "bank advertising message formulation" and "evaluation of bank advertising". This significant relationship is equal to (.701) at sig. (2-tailed) = (.001). This reflects that advertisers' evaluation of bank advertising messages is indispensable for determining the strengths and weaknesses of bank advertising message. Another significant correlation is found between "bank advertising message formulation" and the average of the six parts of our model (bank management questionnaire). This correlation is equal to (.882) at sig. (2-tailed) = (.000). As shown in table (4.56), another significant relationship is found between "bank advertising message formulation" and the average of two parts that accounted for (.991) at sig. (2-tailed) = (.000) (client questionnaire). This result could be attributed to the importance of message formulation needed for the other five factors of our model because without bank advertising messages, clients will not see and/or hear any advertisements.

Table (4.55) also indicates that a significant correlation exists between "bank advertising media" and "evaluation of bank advertising". This significant correlation is (.762) at sig. (2-tailed) = (.000). This result could be due to the necessity of evaluating all the different media alternatives to choose the proper advertising media capable of achieving the predetermined specific advertising objectives. Another significant relationship is found between "bank advertising media" and the average of the six parts of our model. This significant relationship accounts for (.896) at sig. (2-tailed) = (.000) (bank management questionnaire). As shown in table (4.56), a significant correlation is shown between "bank advertising media" and the average of two parts. This significant correlation is equal to (.874) at sig. (2-tailed) = (.000) (client questionnaire). This could be attributed to the importance of bank advertising media needed for the other five factors of our model because lack of media affects negatively the functionality of the other five factors of our model.

A significant correlation is also shown between "evaluation of bank advertising" and the average of the six parts of our model. This significant correlation is equal to (.837) at sig. (2-tailed) = (.000). This reflects the importance of evaluation of bank advertising needed for the other five factors of our model because the evaluation of bank advertising

effectiveness must be monitored very closely from the beginning to the end so as to rectify points of weakness and capitalize on points of strength as soon as they appear.

In advertising agency questionnaire, according to Pearson correlation, table (4.57) indicates that there is a significant relationship among six parts of our model. As shown in the table, may be there is no significant correlation among some parts. This could be attributed to the small size of the sample.

Table (4.57)

Pearson correlation among six parts of our model according to bank advertising agency questionnaire

	Environment	Objectives	Budget	Message	Media	Evaluation	The average of six parts
Environment						.892	.934
Sig. (2-Tailed)						.017	.006
Objectives				.995			
Sig. (2-Tailed)				.000			
Budget						.889	
Sig. (2-Tailed)						.018	
Message		.995					
Sig. (2-Tailed)		.000					
Media							.843
Sig. (2-Tailed)							.035
Evaluation	.892		.889				.922
Sig. (2-Tailed)	.017		.018				.009
The average of six parts	.934				.843	.922	
Sig. (2-Tailed)	.006				.035	.009	

Source: results of questionnaires' analysis

To conclude, significant interrelations existed among the six factors of our model, and this influences bank advertising effectiveness.

4.3 Summary:

Throughout this chapter, the researcher presented, analyzed, and interpreted the data gathered from the three questionnaires, which were statistically treated. The researcher tested and validated the study hypotheses. This chapter revealed that lack of efficient and effective external and internal environments, lack of setting of bank advertising objectives, lack of budget allocation, inefficiency and ineffectiveness of bank advertising message formulation, lack of bank advertising media used in Palestine, and the unavailability of bank advertising evaluation contribute to inefficiency and ineffectiveness of bank

advertising. Also, significant interrelations existed among the six factors of our model, and this influences bank advertising efficiency and effectiveness.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

The aim of this chapter is to outline the conclusions and to offer some recommendations based on the findings of the analysis in the previous chapters.

5.1 Conclusions:

This survey of bank advertising in Palestine clarifies that banks operating in Palestine are not so well established as their counterparts in other neighboring countries such as Egypt, Jordan, and Israel. This fact is reflected in the relative recent establishment of

most banks in Palestine, their small size and the absence of stable condition in the political situation.

After careful, thorough, and statistical analysis of the data collected, the following are the most important conclusions of the study.

1- There is a lack of interest in external and internal environment. This conclusion has been based on the following facts and observations:

- (13) banks out of (20) are inefficient in taking into account the importance of internal and external environment to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).
- The great majority of the respondents of bank managements (55%) disagreed that bank management need to evaluate its strengths and weaknesses of each department periodically. In addition, the great majority of the respondents of advertising agencies (83.3%) strongly disagreed that agency should evaluate strengths and weaknesses of each bank periodically
- The big percentage of the bank management respondents (50%) and the great majority of advertising agency respondents (83.3%) disagreed that bank management need to identify the opportunities and threats.
- Most bank managements did not adapt themselves to the external environment. From advertising agency respondents point of view, in general, (50%) of the respondents agreed that agency adapts themselves to the external environment
- The big percentage of bank management respondents (45%) said that banks' management reaction towards environmental changes are waiting, observing and then responding.
- The majority of bank management respondents (50%) said that bank's reaction towards changes in competing banks advertising is nothing.
- The great majority of the bank management respondents (70%) disagreed that bank management review information derived from the environment continuously.
- The big percentage of the bank management respondents (45%) disagreed that bank management forecast conditions that will exist within a bank's environment at some future time, while from advertising agency respondents point of view, the majority of the respondents (66.7%) strongly disagreed that agency forecast conditions that will exist within a bank's environment at some future time
- The great majority of the bank management respondents (65%) disagreed that bank management take into consideration features of their demographic environment such as age distribution, regional variation, and gender for developing advertising program.

- (55%) of bank management respondents disagreed that technological skills and modern equipment are used when making advertising decision.
- (50%) of bank management respondents disagreed that bank management take into account its social environment such as reference groups and family for developing advertising program.
- Most bank managements (60%) did not agree with the statement that developing bank advertising program depend on evaluation of Cultural environment such as beliefs, values, and norms.
- (45%) of bank management respondents disagreed that developments in political environment such as laws, and pressure groups is considered when making advertising decisions.

2- There is a lack of interest in setting bank advertising objectives in Palestine. This conclusion has been based on the following facts and observations:

- (11) banks out of (20) are inefficient in setting advertising objectives to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).
- The majority of the respondents of bank managements (55%) disagreed that there is a need for the advertisers to define the advertising objectives carefully, and the great majority of the respondents of advertising agencies (83.4%) disagreed that agency helps bank management in defining the advertising objectives carefully,
- (40%) of the bank management respondents disagreed that bank management puts predetermined specific advertising objectives.
- (40%) of the bank management respondents disagreed that the objectives are stated in clear, precise, and measurable terms, while (66.7%) of the advertising agency respondents disagreed that most of bank advertising objectives are stated in clear, precise, and measurable terms.
- The great majority of the bank management respondents (65%) disagreed bank management set realistic goals and need to be consistent.
- (45%) of bank management respondents disagreed that advertising objectives cover a specified time period.
- the big percentage of bank management respondents (45%) disagreed that advertising objectives are considered appropriate criteria when measuring advertising outcome.
- (50%) of bank management respondents disagreed that agency takes competition into consideration, while (50%) of advertising agency respondents disagreed that agency takes competition into consideration
- Analysis shows that the main advertising objective from bank managements' viewpoint is advertisement about new bank services, followed to motivate client to repurchase service.

Thus, bank managements did not verify the various objectives of advertising campaigns. In other words, they did not give enough attention to other modern objectives (See the main advertising objectives that bank managements used in Palestine in the previous chapter).

3- Bank managements do not allocate annual bank advertising budget, and the interpretations of that are as follows:

- (14) banks out of (20) are inefficient in allocating bank advertising budget to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).
- The great majority of the respondents of advertising agencies (83.3%) strongly disagreed that agency participates with bank management in determining annual advertising budget.
- The majority of bank management respondents (50%) agreed that bank management considers advertising as expenses rather than investment.
- The great majority of bank management respondents (55%) depend on personal judgment base upon setting advertising budget, and they neglect the modern bases.
- (45%) of bank management respondents disagreed that bank management take into consideration the market share when determining advertising budget.
- The majority of bank management respondents (60%) disagreed that advertising expenditure can increase sales, even in times of recession.
- (50%) of bank management respondents disagreed that bank management determine advertising according to product life cycle.
- The majority of bank management respondents (70%) agreed that bank management consider advertising should depend on previous sales.
- The majority of bank management respondents (65%) disagreed that bank management use quantitative mathematical models to facilitate advertising planning, allocating budget, and media analysis
- The great majority of bank management respondents (55%) depended on “personal judgment” base in determining advertising budget. This means that most bank managements ignored other necessary modern bases.
- The analysis of data shows that the percentages of previous annual sales allocated for advertising by bank managements were very little (0.66%) if compared with standard percentages in the world which amount to (3%) of sales or more.
- (66.7%) of the advertising agency respondents strongly disagreed that bank management pay advertising agencies according to quality of services.
- The great majority of the respondents (66.7%) strongly disagreed that bank management pay reasonable fees for advertising agency to do their work well.

4- Message formulation was inefficient and ineffective, and the interpretations of that are as follows:

- (14) banks out of (20) are inefficient in designing and formulating bank advertising message to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).
- From client respondents' point of view, the big percentage of client respondents thought that content of bank advertising message was "poor".
- (35.6%) of client respondents thought that the time of bank advertising message was "poor".
- The big percentage of client respondents (46.6%) disagreed that bank advertisement was honest after they started dealing with their banks.
- The big percentage of client respondents (46.4%) ranked the present bank advertising campaigns between "poor" and "very poor".
- The great majority of the respondents of advertising agencies (66.7%) strongly disagreed that agency plans and executes advertising campaigns.
- The great majority of bank management respondents (55%) disagreed that bank management puts many alternatives to the advertising message.
- (70%) of the bank management respondents disagreed that bank management targeted advertising campaigns outside Palestine.
- Most bank managements did not evaluate results of advertising effort on target market.
- The majority of bank management respondents (60%) and all advertising agency respondents disagreed that bank management pay for advertising agencies in advance.
- (40%) of bank management respondents disagreed that emotional advertising is a way to increase the involvement.
- (40%) of bank management respondents disagreed that bank management take into account the hidden power of emotive advertising.
- (50%) of the advertising agency respondents strongly disagreed that emotional advertising is a way to increase customer's involvement.
- (50%) of bank management respondents and (66.7%) of the advertising agency respondents consider rational advertising to be more better than emotional advertising agreed that bank management consider rational advertising as better than emotional advertising.
- The great majority of client respondents (76.6%) did not remember the last three bank advertisements.
- The great majority of client respondents (93.1%) were not elected by the bank management to evaluate advertising message to determine the range of advertising message efforts.

5- Bank managements did not choose proper advertising media, and the interpretations of that are as follows:

- (1) bank out of (20) is inefficient in choosing bank advertising media to increase bank advertising efficiency, as the efficiency score of this bank is less than (70%).
- From client respondents point of view, (35.6%) of client respondents thought that the time of bank advertising message was "poor".
- The great majority of bank managements (70%) agreed that bank management decide on advertising budget before advertising media selection and (50%) of the advertising agency respondents strongly disagreed that agency selects advertising media according to advertising budget.
- In line with the opinion of bank management respondents, (83.3%) of the advertising agency respondents strongly disagreed that due to availability of a number of media, comparison before selection is difficult task,
- Client respondents ranked the advertising media chosen by bank managements as poor.
- Bank managements ignored many important bases (such as results of marketing researches on proper advertising media, and getting benefit from leading countries' experiences) while deciding on advertising media.

6- There is a lack of interest in bank advertising evaluation in Palestine. This conclusion can be evident in the following:

- (18) banks out of (20) are inefficient in evaluating bank advertising to increase bank advertising efficiency, as the efficiency scores of those banks are less than (70%).
- The great majority of the bank management respondents (75%) indicated that bank management did not allocate a specific percentage of advertising budget to evaluation.
- From advertising agency respondents point of view, the great majority of the respondents of advertising agencies (83.3%) strongly disagreed that agency evaluates results of bank advertising efforts.
- The great majority of the bank management respondents (65%) and (83.3%) of the advertising agency respondents indicated that bank management did not evaluate the advertising message on a sample of target group (pre-testing).
- (65%) of the bank management respondents and (83.3%) of the advertising agency respondents said that bank management did not evaluate advertising message during advertising campaign execution.
- (60%) of the bank management respondents and (83.3%) of the advertising agency respondents disagreed that bank management evaluated the effect of advertisement on the target group after finishing advertising campaigns.

- (55%) of bank management respondents and (83.3%) of the advertising agency respondents disagreed that bank management need to know the short term effect of advertising.

- (60%) of bank management respondents and (83.3%) of the advertising agency respondents disagreed that bank management need to know the long term effect of advertising.

7- According to bank management respondents, lack of financial resources was the first reason for the limitedness of bank advertising effort, while the second one was non-existence of realistic and scientific plan of bank advertisement.

8- Significant interrelations existed among the six factors of our model, and this influences bank advertising efficiency and effectiveness. This could be attributed to the importance of each factors of our model that is needed for the other five factors:

- Without analysis of external and internal environment, there is a negative effect on the functionality of the other five factors of our model.

- "Setting of bank advertising objectives" is the most essential factor that is relied on when designing effective bank advertising program according to Kotler (2003).

- Without a budget, there is a negative effect on the functionality of the other five factors of our model.

- Without bank advertising messages, clients will not see and/or hear any advertisements.

- Lack of media affects negatively the functionality of the other five factors of our model.

- The evaluation of bank advertising effectiveness must be monitored very closely from start to finish so as to rectify points of weakness and capitalize on points of strength as soon as they appear.

5.2 Recommendations:

Based on the findings and analysis in the previous chapters, the following are some important recommendations for improving bank managements:

1- Bank managements in Palestine should create a new department to manage marketing banks and services. This includes, but not exclusive to, advertising bank services. This may be costly for many banks but these banks should find the ways to practice modern marketing.

2- Bank managements should analyze and adapt themselves to internal and external environment through the following:

- Bank management should evaluate its strengths and weaknesses of each department periodically.

- Bank management should identify the opportunities and threats.

- Bank management should adapt themselves to the external environment.
- Bank management should review information derived from the environment continuously.
- Bank management should forecast conditions that will exist within a bank's environment at some future time.
- Bank management should take into consideration features of their demographic environment such as age distribution, regional variation, and gender for developing advertising program.
- Technological skills and modern equipment should be used when making advertising decision.
- Bank management should take into account its social environment such as reference groups and family for developing advertising program.
- Developing bank advertising program should depend on evaluation of Cultural environment such as beliefs, values, and norms
- Data and information about economic environment such as income level of target audience should be used for developing advertising program.
- Developments in political environment such as laws, and pressure groups should be considered when making advertising decisions.
- The bank's reaction towards changes in competing banks advertising should be continuous improvement of your advertising effort to sustain market leadership.
- The best for describing banks' management reaction towards environmental changes should be expectation and adaptation.

3- Bank managements should follow scientific methods in setting advertising objectives through the following:

- There is a need for the advertisers to define the advertising objectives carefully.
- Bank management should put predetermined specific advertising objectives\
- The objectives should be stated in clear, precise, and measurable terms
- Bank management should set realistic goals and need to be consistent.
- Advertising objectives should cover a specified time period.
- Advertising objectives generate all or some of the following: attention, be understood, be believed, and be remembered.
- Advertising objectives should change over the course of a product's life cycle
- Advertising objectives should consider appropriate criteria when measuring advertising outcome.
- It is important to start by identifying the target market and motives for developing a bank advertising program.

- Bearing in mind that bank advertising objectives are to inform, to persuade, to remind, and to reinforce target groups.
- Verifying main objectives of advertising campaigns.
- Involving foreign specialists in making important decisions about bank advertising. This advice may be followed if banks short of such skills.
- Considering target market while setting advertising objectives, since each target group has its own characteristics.

4- Bank managements should allocate a reasonable annual advertising budget. While doing so, modern methods of setting advertising budget should be taken into consideration, particularly objective and task method in order to increase demand on bank services.

Bank managements should think of advertising as investment rather than expense. Consequently, bank managements have to take into consideration market share, geographic distribution, and competition while allocating advertising budgets. In addition, bank management should take into account one or more of the following: the size of bank, kinds of services, the availability of funds when its budget is determined, and they should determine advertising budget according to product life cycle, and it is important to take into account costs, message design and type of media when bank is setting advertising budget.

5- Bank managements should set plans for their advertising campaigns, set alternatives for the advertising message, and evaluate the alternatives previously set to determine the appropriateness of the advertising message. In addition, bank management should take into account the creative characteristics of advertisements, should believe that advertising agencies act in the best interest of their principal (the bank), and emotional advertising is a way to increase the involvement. Also, bank management should take into account the hidden power of emotive advertising.

Moreover, bank managements have to use the services of local and international advertising agencies when necessary to create the advertising message without ignoring social responsibility. To achieve this, qualified human resources should contribute to creating advertising message, and marketing research should try to analyze bank clients' behavior according to their motivations, and standard of living. Furthermore, persuasion and advertising tools, which may vary according to types of clients, should be brought into management process. Advertising messages should be in harmony with the original language of the client in order to guarantee efficient and effective results. The message should carry out the advantages of services offered to clients.

6- Utilizing the most efficient and effective advertising media which include:

- Internet: “The Internet connects hundreds of thousands of different networks from more than 200 countries around the world. More than 400 million people working in science, education, government, and business use the Internet to exchange information or perform business transactions with other organizations around the globe” (Laudon and Laudon, 2002, page 17).

- Advertising in specialized bank magazines with their high level of printing and rich colors. Those magazines are widely read by clients and bank industry. It is expected that those magazines will succeed in attracting more clients and demand.

- Bank managers should aware of the need to study: reach, frequency, and impact before media selection.

- Bank management should consider that knowing the media habits of clients is essential for deciding among alternatives.

- When new clients enter the market, it is necessary to continue advertising effort.

7- Bank managements should evaluate bank advertising efforts aiming at measuring client reaction to advertisement using:

- Bank management should allocate special percentage of advertising budget to evaluation.

- Advertising pre-testing: helps detect and eliminate weaknesses before a campaign is running.

- Bank management should evaluate advertising message during advertising campaigns execution.

- Advertising post-testing: helps evaluate efforts of an advertisement or campaign after it is run.

- Bank management need to know the short term effect of advertising

- Bank management need to know the long term effect of advertising

8- Based on the research conducted, the researcher recommends founding committees of specialists in the field of bank advertising. The rationale beyond founding such committees is involving the different parties concerned the field of banking in planning common advertisement. The following institutions should constitute the committees:

- The Palestinian Monetary Authority

- Bank Managements operating in Palestine

- Banking association in Palestine

This is particularly important because these different institutions with their varied expertise and interests in addition to their awareness of the uniqueness of the Palestinian internal and external situation will be in a better position for planning for one common goal that may benefit not only these institutions but also other Palestinian sectors.

The common advertisement suggested by the researcher may give the chance to increase bank demand particularly as bank demand is part of the general client demand. Thus, facilities and services of the previous institutions should be used in planning and executing common advertisement.

The researcher recognizes the difficulties of the Palestinian situation, which may cause common advertisement failure. However, it is highly appreciated if special efforts were made to guarantee that certain common advertising policies, regular consultations among banks, single national banking policy and to guarantee the coordination among the above mentioned institutions.

9- It is recommended that other studies should be conducted in the field of bank marketing, especially in the field of bank promotion. It is possible that a study can concentrate on designing good and effective advertisements capable of attracting clients. Another study can investigate the possibility of designing advertisements that highlight bank services in Palestine.