EVALUATING THE MARKETING LEADERSHIP PERFORMANCE OF BANK BRANCHES USING THE INTEGRATED AHP-TOPSIS APPROACH (CASE STUDY: AGRICULTURAL BANK BRANCHES IN SOUTH KHORASAN PROVINCE)

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ABSTRACT

In modern banking, there are several criteria that affect the process of marketing and equipping monetary resources, attracting and retaining customers of banks and financial institutions. Identifying and determining the effectiveness of these criteria on the success of banks in equipping monetary resources and attracting customers shows the need for this issue. This study evaluates the strategic marketing performance of the branches of the Agricultural Bank of South Khorasan Province with a fuzzy AHP-TOPSIS approach. This research is descriptive-survey in terms of its practical purpose and method of implementation. The statistical population of the study includes experts in the marketing and resource equipping department and customers of the branches of the Agricultural Bank of South Khorasan Province. Sample size Using Morgan's table, 210 customers and 10 experts were selected by simple random sampling. Data collection tools are interviews and questionnaires. The results of this study show that the indicators of professional skills and public relations of employees, identifying customer expectations and expectations, information technology and electronic banking services, selecting target customers and assigning special facilities to them, selecting appropriate environmental and physical conditions and Ultimately, motivating and encouraging employees, respectively, has the highest priority in equipping and attracting monetary resources and customers, and the branches that performed better in these indicators were ranked better in evaluating the strategic performance of bank branches, so that two branches In the first three indicators, they performed very well in comparison with other branches in the first three indicators, and the branches that were ranked in the ninth and tenth ranks performed moderately in these three indicators, and in other similar indicators. Other branches have performed relatively well.

Keywords: marketing, bank, customer, index, AHP fuzzy, TOPSIS

INTRODUCTION

The banking system has a very heavy responsibility in a market-based economy and is one of the most important components of the country's economy. Growth and prosperity and the record of the economic structure of countries are closely related to the way banking institutions operate. Optimal activity of banks and effective use of marketing tools to achieve their goals, including capital utilization and equipping it with various economic activities and the general state of the country's economy is very effective. Since the 1960s, many Iranian banks have been pursuing limited marketing principles. Banks, whether public or private, are in close competition with each other. The fact of the matter is that in this competition, it is a victory with the banks that have the largest share of the market at the lowest cost. This requires designing and implementing good marketing strategies. Understanding the connections and interactions between the marketing system and other systems in banking plays an important role in this regard. Increasing competition of banks, the need for awareness and knowledge of

bank services, expansion of cities, the need for extensive coverage of audiences, reflecting customer evaluation of banking services, retaining existing customers, attracting new customers, customer satisfaction, customer relationship, providing new services, attracting Confidence, attention and encouragement of people to deposit in banks are among the factors that require efficient and effective management in all aspects of the bank, with an emphasis on marketing management. In this regard, and in recent decades, new areas have been created to attract more banking resources and provide better and faster services to customers. Therefore, it is necessary to make the best use of these resources by optimizing the dimensions and prioritizing the factors affecting the absorption of bank resources. Banks are looking to use their branch performance assessment methods to steal the lead from each other in order to increase customer engagement and banking resources. Therefore, evaluating the performance of banks is of particular importance and has become one of the most important activities of bank managers.

The opening up of the country's banking industry business environment and the emergence of private banks is a turning point in the work of banks, especially state-owned banks, which has introduced banks and bank managers to the literature of banking marketing competition. The competition was initially between public and private banks, but intensified between public banks. This situation has led to a new movement in the field of competition between banks, increasing market share, retaining existing customers and attracting new customers, and increasing the capabilities of managers and employees to improve the competitiveness of the bank. The quantitative and qualitative development of private banks has intensified the competitive environment of banking business and made marketing a basic need of banks. Customer satisfaction, communicating with consultants, retaining existing customers and attracting new customers, requires efficient and effective management in all aspects of the bank, with an emphasis on marketing management.

Evaluating the performance of financial organizations plays a key role in guiding their future decisions. In this regard, the efficiency and productivity of the organization should be calculated in order to consider the trend of economic growth in future decisions. Given the dramatic growth in the number of banks and the creation of a competitive environment, banks have improved in order to improve and provide better performance in attracting more resources and customers. In this way, in addition to creating competition between the branches, they can identify the successful branches in the marketing department and lead the unsuccessful branches in this section in order to reach the efficiency limit. Most managers' decisions are influenced by various quantitative and qualitative factors, most of which are in conflict with each other, and they try to choose the best among several options. Based on this, multi-indicator methods have various techniques. In these methods, several options are compared based on several different criteria and the best option or arrangement of appropriate options is selected. In this research, we seek to identify and rank the factors influencing the marketing of the branches of the Agricultural Bank of South Khorasan Province and the priority of the effective criteria in the successful branches in the marketing department. For this purpose, we use the combined method of AHP FUZZY-TOPSIS FUZZY to evaluate the performance of branches in the marketing department. In the end, after analyzing the data, we are looking for new methods to increase the attraction of financial resources and customers in the branches.

Given that banks are underdeveloped, infrastructure is available, and investments are well-planned, but they do not seem to be efficient in attracting capital and bank branches. The resources available to banks are limited, and most banks and financial institutions are unable to properly determine the services to attract resources due to the lack of proper prioritization of criteria, and as a result, they lose many suitable opportunities. One of the important tasks of bank managers is to make decisions. Most managers' decisions are influenced by various quantitative and qualitative factors, most of which are in conflict with each other, and they try to choose the best among several available options. Identifying effective indicators in bank branch marketing and prioritizing indicators. Influential in successful branches leads to better planning and decisions for the further growth of successful branches and consequently unsuccessful branches. Assessing the strategic performance and ranking of the branches within the organization makes it clear that in addition to creating competition between branches, successful branches are identified and unsuccessful branches are used to identify effective indicators of successful branches, to achieve efficiency and to improve improvement. Take steps in banking marketing. According to the research conducted on determining the effectiveness of banks' customer acquisition and retention indicators, it can be said that in these methods, the importance of indicators has been calculated using linear methods. However, according to YI studies, not all indicators have a linear relationship. Undoubtedly, calculating the importance of indicators using linear methods is not without its drawbacks. For this purpose, the use of a methodology that can convert a qualitative converter into a quantitative one is of particular importance, and fuzzy methods have been used in this study.

The relationship between customer loyalty and satisfaction:

However, previous research has shown that there is a positive and strong relationship between customer loyalty and satisfaction, in other words, satisfaction is a prerequisite for loyalty. But as mentioned, some customers who emphasize their satisfaction still tend to use competing services, and dissatisfied customers sometimes continue to use primary services, but recent research has shown that some customers who are very satisfied have a very strong desire to use other products in the market. Sandra Kennedy (1998) showed in his research that the increase in customer satisfaction is not equal to the increase in loyalty in them. This means that the relationship between customer satisfaction and loyalty is not linear and simple, satisfaction explains only 37% of loyalty (37% = R). Saser (2001), published in the Harvard Business Magazine, found that companies that were happy with their results and customer satisfaction surveys made a big mistake. They showed that customer satisfaction was not enough and what harm they would do if a customer did not return to buy. Richards (2002) and Sasser in their paper (1990) showed that a 5% decrease in the number of customers causes a loss of 85% of bank profits and a 50% profit of insurance companies, while at the same time a 5% increase in customer retention. It increases bank profitability by 25 to 125 percent and other industries by 75 percent. This can be seen in the chart below.

Therefore, in the first steps, satisfaction indicators are good criteria for measuring loyalty, but more stable indicators should be used to help customers and employees last because customers may be unaware or forced (due to long-term contracts) with the organization. Whether or not some employees are likely to stay with an organization for years due to lack of new or ambitious ideas, a customer's low use of a service may be due to factors such as unavailability

or lack of priority for the customer. Therefore, the results obtained from the method of measuring behaviors cannot fully indicate the level of customer loyalty, because one's tendencies, goals and strategies are also effective on this level.

A person's loyalty to a bank

A person's loyalty to the bank is the purposeful behavioral reactions that are caused by psychological factors in the person and causes the selection of a bank from different banks that is more compatible with the person and his expectations. Behavioral reactions refer to behaviors such as frequent purchases and referrals. The term targeted is used against a coincidence, which is due to the fact that the above behaviors are not caused by an accident. After all, psychological factors include all the stages of evaluation and the decision-making process that takes place in a person's mind. In the above definition, the greatest emphasis is on the word adaptation. In the relationship between buyer and seller, compliance is: the explicit and implicit obligations of the parties to the transaction to continue the transaction or exchange. In order to create strong loyalty in the bank's customers, the best approach is to adapt to the customer-organization relationship and to create a lot of satisfaction in the customer by establishing what is considered valuable to him. According to research conducted (1998), the factors affecting the loyalty of bank customers are formed according to the future model.
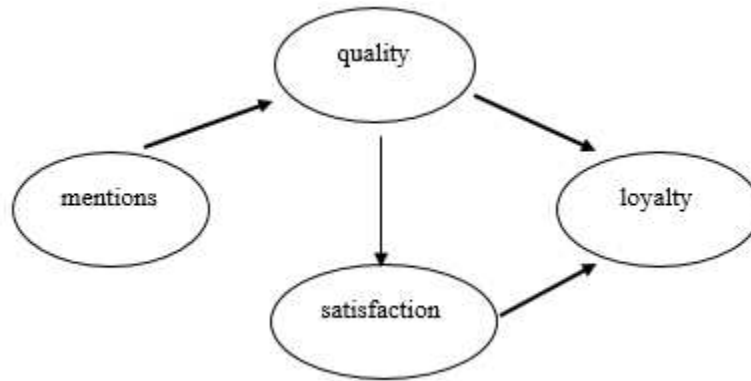

Figure 1. Factors Affecting Customer Loyalty in the Bank (Jozi Bloomer, Reuters and Peter Pasgal, 1998)

Integrated TOPSIS FUZZY, AHP FUZZY

To overcome conventional AHP limitations, Van Laarhoven and Pedrycz (1983) proposed FAHP, which is the combination of analytic hierarchy process (AHP) and Fuzzy theory. Fuzzy AHP makes it possible to use linguistic ratings in the calculations by giving it a certain range. It is observed that decision-makers are more positive to give interval judgments than fixed-value judgments (Buyukozkan and Ruan, 2008). Balli and Korukoglu (2009) recognize that fuzziness in AHP contributes by being able to represent vague data. There are numerous studies, which applied the Fuzzy AHP in various applications. Chang (1996) introduces an approach for handling Fuzzy AHP, with the use of TFNs for pairwise comparison scale of Fuzzy AHP, and the use of the extent analysis method for determining synthetic extent values of the pairwise comparisons. Wang and Yang (2009) investigate supplier selection in a quantity

discount environment using multi-objective linear programming, which involve AHP and Fuzzy theory. Lee (2009) used FAHP for supplier selection with the consideration of benefits, opportunities, costs, and risks. Mehdi, Hamid, and Hossein (2010) used Fuzzy AHP for selecting engineering partners. Ramík and Perzina (2010) introduced an extension of the AHP with feedback between criteria. Kilincci and Onal (2011) utilized Fuzzy AHP approach for supplier selection in a washing machine company. It seems to be first time to use integrated approach of Fuzzy AHP and Fuzzy TOPSIS in prioritizing trading partners based on coordination mechanisms criteria. In the research work, Chang's (1992) extent analysis on Fuzzy AHP is used for selecting trading partners to improve coordination in supply.

The Technique for Order Preference by Similarity to Ideal Solution (TOPSIS) was first proposed by Hwang and Yoon (1981) and a Fuzzy TOPSIS method was later introduced by Chen and Hwang (1992). The basic idea for Fuzzy TOPSIS is to choose the alternative, which is as close to the positive ideal solution as possible and as far from the negative ideal solution as possible. The positive ideal solution is a solution with maximized benefit criteria and minimized cost criteria. The negative ideal solution is a solution, where the cost criteria are maximized and benefit criteria are minimized. According to Chan and Kumar (2007), there are many real-life situations where human preference is uncertain and decision-makers might be reluctant or unable to assign crisp values to their judgments. The Fuzzy extended TOPSIS approach is capable of dealing with multi-criteria decision-making by translating the linguistic values into Fuzzy numbers and thereby allowing decision-makers to incorporate incomplete or unavailable information into the decision model (Kulak and Kahraman, 2005; Onut and Soner, 2007).

There are many applications of Fuzzy TOPSIS in the literature. Chen, Lin, and Huang (2006) developed a Fuzzy decision-making method to cope with the supplier selection problem in the supply chain system. Wang and Chang (2007) used TOPSIS for evaluating initial training aircraft. Abo-Sinna, Amer, and Ibrahim (2008) extended the TOPSIS for large-scale multi-objective non-linear programming problems. Torfi et al., (2010) used Fuzzy AHP and Fuzzy TOPSIS to evaluate the alternative options in respect to the user's preference orders. Kara (2011) used Fuzzy TOPSIS and two-stage stochastic programming for supplier selection. In most of the real-life situations, the data are not so deterministic, it is imprecise or Fuzzy in nature.

RESEARCH METHOD

After selecting and adjusting the research topic, the appropriate research method should be selected, which means that it is necessary to determine what research method is needed to study the subject under study. Obviously, a particular topic is not just a specific research method, and the researcher should use the appropriate research method or methods according to the subject being studied. The research method used in this research is practical in terms of purpose because it examines the effective indicators in increasing the share of resource equipping and the number of customers of the branches of the existing markets. Research variables (indicators) in a natural environment are descriptive because they describe the marketing performance of branches in the current situation.

The statistical population of the present study to identify effective indicators in the banking marketing sector and determine the priority between them, Agricultural Bank's experts in

marketing and resource equipping (including staff officials of marketing group, heads and resource equipping experts of successful branches in banking marketing) South Khorasan have been. Also, the statistical population selected to evaluate the effective indicators in branch marketing performance, branch customers (including target customers, customers who have had many financial transactions with branches; customers who referred to branches as financial representatives of active organizations and a number of Ordinary customers) and inspectors and experts in the marketing and resource equipping department of the Bank Branch Headquarters in South Khorasan Province, who had a thorough knowledge of the branches and monitored the performance of the branches, were selected.

In this study, we use Morgan's table, given that we know neither the variance of the community nor the probability of success or failure of the variables, nor can statistical formulas be used to bring the sample size. According to this table and due to the unlimited number of customers in the statistical sample, according to Morgan table, 280 questionnaires between customers of bank branches and 100 questionnaires between inspectors and experts of marketing department of branch headquarters (10 people each with 10 questionnaires for evaluation 10 branches) were distributed. Therefore, a total of 380 distribution questionnaires were collected.

The research variables in this study are the variables of information technology and electronic banking, specialized skills and public relations of employees, motivating and encouraging employees, criteria of environmental and physical conditions, selecting target customers and assigning special facilities to them and customer expectations and expectations as independent variables. And the banking marketing variable is considered as a dependent variable.

FINDINGS AND CONCLUSION

In this part, the data collected by questionnaires one and two are analyzed by multi-phase decision making (MADM) decision techniques, which include two methods, AHP PUZZY and TOPSIS FUZZY. First, the effective indicators of strategic performance appraisal of bank branches, which were obtained according to library studies and interviews with experts, were analyzed by fuzzy hierarchical analysis method (AHP PUZZY). After calculations, the weight of these indicators Based on the effectiveness of the strategic performance of the branches in the marketing and equipment department, the resources were identified and prioritized. Then, according to the degree of importance (weight) of each index and the data received from the branches, using TOPSIS FUZZY method and during the steps, we have performed the effectiveness of multiple indicators in the marketing performance of each branch separately. Finally, we get the overall performance of each branch in the retrieval section among other branches.

Due to the superiority of decision-making approaches in comparison with common ranking methods, the model used in this study, which has presented a combined approach with decision-making combinations, has a higher power and is able to select and rank the problem optimally.

Therefore, the two main achievements of this research are:

1. Using multi-criteria decision-making approaches in separating successful and unsuccessful branches in banking marketing

2. Combining two important and widely used fuzzy multi-criteria decision making (FAHP-TOPSIS) in order to achieve a more robust approach.

Therefore, the hypotheses of this research are based on the separation and ranking of branches using the proposed approach and also the superiority of the results of the combined approach (FAHP-TOPSIS) on each of the techniques separately.

✓ Combined approach (FAHP-TOPSIS) is able to provide branch ranking

The combined approach (FAHP-TOPSIS) has a higher diagnostic power compared to each of these approaches separately. Therefore, the present study has used a combined model in solving the ranking problem that is able to rank and make decisions in banking marketing indicators and has the advantages of both approaches, the weaknesses of each are compensated by other strengths and also from It has a higher power.

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