DOI: https://doi.org/10.33193/JEAHS.46.2025.668
e-ISSN: 2709-071X
p-ISSN: 2709-0701
مجلة العلوم التربوية والإنسانية
Journal of Educational and Human Sciences
www.jeahs.com
Volume (46) July 2025
العدد (46) يوليو 2025

The Impact of Public Relations in enhancing Competitive Capabilities in the Iraqi banking sector

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ABSTRACT

The study aimed to identify the impact of public relations on enhancing competitive capabilities in banking institutions in Iraq, and for this purpose, the researcher used the questionnaire as a main tool for collecting data and information, and a random sample of (338) individuals was adopted. The researcher relied on the analytical descriptive approach to achieve the objectives of the study, and the data was processed by the statistical software package for the social sciences (SPSS), using appropriate statistical methods such as the arithmetic mean, standard deviation, Pearson's correlation and Cronbach's alpha coefficient of reliability.

The study included a main hypothesis to determine the effect of public relations as an independent variable in enhancing competitive capabilities as a dependent variable, and sub-hypotheses branched out from it that determine the impact of research and information gathering, planning, communication, and evaluation in enhancing competitive capabilities.

The study reached several results, including; The existence of a statistically significant relationship between public relations and the enhancement of competitive capabilities, which resulted in the impact of public relations in improving competitive capabilities, as it was found that public relations affect the enhancement of competitive capabilities by an amount of (54.4%), and the study also concluded that the level of public relations in The banking sector and the enhancement of competitiveness was medium level.

This study concluded with a set of recommendations, including; Involving employees in training courses in the field of public relations, the need to adopt a marketing mix policy to ensure cost reduction in order to achieve savings in banks, and keenness to improve the bank’s reputation, given that reputation is one of the basic pillars on which the entity of any organization is based.

Keywords: Public relations, competitive capabilities, research and collect information, planning, communication, evaluation.

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Introduction

Public relations have developed and grown as a management concept and an important function in an organization with the development of the economic, social, political and cultural system. The science, art and practice of the twentieth century. This development has grown due to the successive complexities of current society, its increasing needs, and its understanding of the motives and needs of the bank's internal and external environment. Gaining consumer satisfaction and cooperation has become one of the most important parts of the bank's daily work. Hence, public relations emerged as a relatively recent science, and interest in it appeared in Western societies, where it began to be used in the commercial and industrial environment, and then it was used later. This is in all other organizations, after the organizations realized the importance of public relations (AL-Rashed, 2022).

Public relations in our time represents an essential function for contemporary banks, because it requires achieving compatibility and adaptation to the clients with whom they deal. The person responsible for public relations in this case can represent clients in senior management discussions, ensure that their interests are taken into account in all policies and decisions made, and alert management to projects that are socially important or in the general interest of society.

If the bank's public relations manager is responsible for developing a program that expresses and promotes the bank's policy, he is also responsible for explaining this policy to customers, and clarifying the work and achievements that the bank achieves to serve the bank. Society and supporting the national economy (Hamdan and Abbas, 2016).

Study Problem

With the continuous development and intense competition facing organizations today, it has become necessary to pay clear attention to the competitive capabilities that give the organization the ability to keep pace with development and competition in the market to ensure continuity and achieve the organization's goals. There must be a competitive advantage to form a force that makes organizations distinct from each other and able to obtain A large market share. Here, the bank must meet a number of requirements to achieve competitive advantages if it wants to achieve its superiority and uniqueness in light of the challenges of international competition in the banking sector. The characteristics and skills of public relations in banks and their incompatibility with the requirements of the labor market indicates weak marketing planning in Iraqi banks. In addition to the weakness of trained administrative competencies capable of carrying out the work. Those in charge of public relations and continuous follow-up.

The problem of the study can be summarized in the following question:

What is the impact of public relations in enhancing competitive capabilities in the Iraqi banking sector?

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Study objectives:

1. Identify the impact of public relations in enhancing competitive capabilities in the Iraqi banking sector
2. Identify the reality of applying public relations in the Iraqi banking sector.
3. Determining competitive capabilities in the Iraqi banking sector.

Study importance:

The importance of the research lies in the following:

1. The study is important because it benefits the entire banking sector, especially commercial banks and customers. Through the results of the study, the banking sector may be able to identify better ways to adapt their product offerings to the perceived needs of customers by adopting sound customer relationship strategies, as the banks used in this study develop better customer service. It helps reduce the occurrence of bank failures and losses. Consumer confidence in the banking industry will also be restored.
2. It contributes to building the intellectual and theoretical foundation and presenting the results of applied studies in public relations in Iraqi banks and achieving their competitive capabilities
3. Its results can have a positive impact, especially for those responsible for planning the development of the banking sector in Iraq and shaping its future features, because of the effective contribution of public relations in addressing some of its problems in particular.

Study hypotheses:

The main hypothesis: There is a statistically significant effect of public relations in enhancing competitive capabilities in the Iraqi banking sector, from which the following sub-hypotheses emerge:

The first sub-hypothesis: There is a statistically significant effect of research and collect information in enhancing competitive capabilities in the Iraqi banking sector.

The second sub-hypothesis: There is a statistically significant effect of planning in enhancing competitive capabilities in the Iraqi banking sector.

The second sub-hypothesis: There is a statistically significant effect of planning in enhancing competitive capabilities in the Iraqi banking sector.

The third sub-hypothesis: There is a statistically significant effect of communication in enhancing competitive capabilities in the Iraqi banking sector.

The fourth sub-hypothesis: There is a statistically significant impact of the evaluation in enhancing competitive capabilities in the Iraqi banking sector.

Study limits

Objective limits: The objective limits are to study the impact of public relations in enhancing competitive capabilities in the Iraqi banking sector.

Spatial boundaries: They are represented by the Iraqi banks in the city of Baghdad (the Arab Bank, the Iraqi Bank, the Agricultural Bank, the Housing Bank, and the

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Assyria Bank).
Human limits: represented by employees of the Iraqi banks.
Time limits: This is the period for implementing the field study (2022-2023).

Study Terminology:

– **Public Relations:** One of the most comprehensive definitions is given by sociologist and public relations practitioner, Dr. Rex Harlow. Knowing public opinion and responding to it (AL-Rashed, 2022). The researcher defines it procedurally: It is the administration that is concerned with organizing the official relations between banking institutions and the parties cooperating with them externally, such as institutions and individuals (customers).

– **Competitive capabilities**: This is the ability of organizations to develop and implement strategies to improve the competitive position of the organization in relation to other organizations operating in the same sector (Bin Najem, 2019). The researcher defines it procedurally; It is the ability of banking institutions to develop their products and services in order to compete with other institutions.

– **Bank:** The place where the supply of money meets the demand for it, meaning that banks act as containers in which money and savings accumulate to be loaned to those who can and want to benefit and benefit from society by investing them. (Srinivas & Rao , 2018)

Literature Review

Public relations concept: Scholars differed in determining an accurate and comprehensive definition of public relations, due to the difference in their work and their vision of the definition and meaning of this term. The International Association of Public Relations defined public relations as: a continuous administrative function to gain the sympathy and support of the audience of the bank or organization, and work to create continuous understanding and cooperation between them, in order to achieve the interests of customers and the objectives of the bank together. (Zimanyi, & Makamani, ; 2020)

In its simplest sense, public relations means: establishing good relations between the organization and its clients and maintaining these relations in a way that ensures the achievement of mutual satisfaction, understanding and trust. Therefore, organizations seek to gain public opinion and support, which is one of the basic tasks of the will and evidence of success (Hassan and Abdullah, 2020).

Thus, this function has become a familiar and common term in modern management literature. In order for public relations to build positive relationships between the organization and the environment, it must call for informing its clients and its public opinion of what the organization is doing for the environment, as well as what it needs from the environment. This is an honest definition that creates bridges of trust between them and supports continuous interaction between it and its clients on an ongoing basis (AL-Rashed, 2022).

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Public relations jobs:

First: Administrative functions

Public relations works in harmony and integration with other organizational functions in an effort to achieve the organization’s goals. Public relations is considered a basic administrative function of the organization and is no less important than other functions such as production, finance, and marketing. Modern public relations is no longer an executive body whose performance is limited to implementing what senior management or departments suggest. Other departments in the organization, and institutions that still suffer from a deficiency in the outlook for public relations, will not help themselves and will not provide public relations with the opportunity to achieve the goals that you expect from them.

Second: The communication function:

Public relations works as a communication link between the institution on the one hand and its audiences on the other hand. It prepares and supervises the analysis, interpretation and transfer of information, data, news and opinions from the institution to the public and from the public to the institution. The prevailing communications in the organization include multiple types that reflect the nature of the formal and informal interactions prevailing in the organization. Communications are divided into Two sections:

– **Formal communications**: They are represented by vertical communications, which are either descending or ascending communications, as well as horizontal and lateral communications, corresponding or axial communications, as well as external communications.

– **Informal communications**: These are communications that take place between individuals and groups and are usually without specific and clear rules, and are characterized by their speed compared to formal communications.

Third: Production function

A large number of important tasks related to publishing and media are related to this function, in addition to press communications, issuing communications and statements, and holding conferences. The Public Relations Department produces cinematic films directed to audiences of all sects. The Foundation’s newspaper is considered one of the most important products produced by public relations, in addition to its use of many tools, such as bulletins. Books, brochures, advertisements, annual reports, analysis of news and information published in various media about the institution, and answering public inquiries through information offices.

Fourth: Coordination function:

It is intended to work on communicating with officials within the organization, as well as communicating with bodies and individuals outside the organization. Experts communicate with managers, heads of sectors and departments, and senior employees, and work to provide news, information, and advice related to public relations to them. On the other hand, experts communicate with opinion leaders abroad.

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Fifth: Planning function:
Public relations is one of the processes that is based on planning and devoting efforts that aim to create mutual understanding between an institution and its audiences. This concept defines for us that public relations as scientific and practical efforts are carried out by specialists in public relations, and they represent the necessary channels needed to carry out public relations programmes. A public relations specialist is a person who works to achieve the maximum possible understanding between the organization and the sectors of the public that it deals with.

Competition concept

Definition of competition: Among some of the definitions agreed upon by researchers in this field are the following: What is meant by positive competition in which free, complete and real confrontation is practiced between all economic actors at the level of supply and demand for expertise, production and capital. (Bain,2013)

Competition can also be defined as "a form of economic organization that determines the mechanisms of action within the market and the various relationships between economic operators within it in a way that affects price determination."(Ahmed, 2011).

It can be said that there are two types of competition in the business world, direct competition, and indirect competition (Abdel Salam, 1997).

1. **Direct competition**: competition that occurs between organizations operating in one industrial sector or producing the same products or services
2. **Indirect competition**: It is the struggle between organizations in society to obtain **the** resources available in this society. These resources are available financial, human, natural and other resources.

Competitiveness concept

Definition of competitiveness: In fact, it is difficult to determine and modify an accurate definition of competitive ability, due to the different views of researchers in this field and the experience of organizations, so we will try to provide some of the following definitions of competitive ability.

Competitiveness is defined as the ability to produce goods and services of good quality, at the right price, and at the right time. The competitiveness of the product, as a basic condition for the bank's competitiveness, represents another factor or condition for the bank's competitiveness, which is the appropriate time for submission and delivery.

Competitiveness is also defined as the ability to withstand competitors in order to achieve the goals of profitability, growth, stability, expansion, innovation and renewal (AL-Najar, 2000).

presentation and analysis of data :

The questionnaire form was adopted as a main tool for collecting data and information related to the subject of the study. The questionnaire includes general information and demographic characteristics of the individuals targeted by the study, in addition to (5) basic variables through which we verify the study hypotheses.

and upon the collection of the questionnaire forms , the digital method is used in

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www.jeahs.com
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coding the answers of the study society individuals and the answers were coded by Lickert measure as set out in the following table:

Table (1) coding answers according to Lickert Scale :

Answer	Strictly disagree	Disagree	Undecided	agree	Strictly agree
Code	1	2	3	4	5
Mean Value	1 to less than 1.8	1.8 to less than 2.6	2.6 to less than 3.4	3.4 to less than 4.2	4.2 to 5
Degree of approval	Very Low	Low	moderate	High	Very High

According to the Lickert scale, if the average score is within the category 1 to less than 1.8, then the level of approval is very low, and if the average score is within the category 1.8 to less than 2.6, then the level of approval is low, and if the average score is within the category 2.6 to less than 3.4, then the level of approval is moderate, and if the average score is within the category 3.4 to less than 4.2, then the level of approval is high, and if the average score is within the category 4.2 to 5, then the level of approval is very high.

Methods of statistical analysis of data:

In order to describe any phenomenon in terms of the value that is in the middle of the values, or to recognize the homogeneity of these values and search for extreme values, it is necessary to present some statistical measures through which the characteristics of the phenomenon under research can be identified. The most important of these measures are measures of central tendency and dispersion. The following has been used:

- Arithmetic mean: to determine the degree of agreement for each paragraph of the questionnaire.
- Standard deviation: Standard deviation is used to measure the dispersion of answers and the extent of their deviation from their arithmetic mean.
- Correlation coefficient: to determine the relationship between each of the questionnaire variables and the total questionnaire.
- Cronbach’s alpha coefficient: to determine reliability in answers.
- Regression variance: to determine the effect of the independent variables (public relations) on the dependent variable (competitive capabilities).

Validity of the questionnaire items: This was done through

First: Polling the opinions of specialized professors, as polling their opinions is one of the necessary conditions for building tests and standards. Validity indicates the extent to which the items measure the phenomenon to be measured, and the best way to measure validity is apparent validity, which is presenting the items of the scale to a group of experts to judge their validity. The scale's apparent validity was achieved by presenting the items to a group of arbitrators specialized in business administration,

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www.jeahs.com
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and all suggested observations were taken into account.

Second: The validity of the structural consistency of the study variables

Table (2) Correlation coefficient between the study variables and the total questionnaire:

	variables	No. of Items	Correlation coefficient	P-value
1	Research and collect information	10	**0.734	0.000
2	planning	10	**0.793	0.000
3	communications	10	**0.844	0.000
4	Evaluation	10	**0.683	0.000
5	Competitive capabilities	20	**0.965	0.000

**** Values are statistically significant at the significance level of 0.01**

The results in Table (2) showed that the values of the correlation coefficient between the total questionnaire and its variables ranged from (0.683) to (0.965), and the statistical significance values were less than (0.05), and this indicates the validity of the structural consistency of the questionnaire variables.

Third: **Reliability of structural consistency**

Results of kronbakh Alfa (α) for reliability and stability

for the purpose of testing the reliability of the answers of the society individuals to the questionnaire questions, Alpha coefficient “α” is used , as set out in the following table:

Table (3) Alpha cronbach for each of phrases group.

The part	variables	No. of Items	Alpha coefficient value
First	Research and collect information	10	0.811
Second	planning	10	0.853
Third	communications	10	0.843
Fourth	Evaluation	10	0.796
Fifth	Competitive capabilities	20	0.882
Kronbakh Alpha test for the total questionnaire		80	0.748

From the data set out in the above table, it was found that kronbakh alpha (α) coefficient values for credibility and stability for each group of the expressions , were high and all were more than (0.6) (Uma Sekaran, 2003 :311). Cronbach's alpha values ranged from (0.718) to (0.882), and the value of the reliability coefficient for the total questionnaire was (0.748), which indicates the existence of a correlation between the sample members' answers to the statements included in the questionnaire, which confirms confidence in the results to be achieved.

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Statistical description of the study's themes according to the respondents' answers

To determine the direction of the answer for each of the variable statements and the total variable, the length of the five-point scale used will be relied upon, where the value of the average response is compared with the length of the scale categories shown in Table No. (1), according to the following:

Independent variable :public relations (PR)

The first variable: Research and collect information

Table (4) Frequency distributions and results of descriptive analysis for the Research and collect information variable:

	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
1	modern methods are used to collect the data and information you need	No.	55	98	62	71	52	2.9	1.327	moderate
		%	16.3	29.0	18.3	21.0	15.4			
2	The research conducted at the bank contributed to reducing uncertainty when making decisions	v	37	76	69	100	56	3.18	1.262	moderate
		%	10.9	22.5	20.4	29.6	16.6			
3	Public relations has important functions related to conducting research, measuring public opinion, and organizing seminars and conferences	ك	42	52	77	128	39	3.21	1.205	moderate
		%	12.4	15.4	22.8	37.9	11.5			
4	Research and information collection are carried out on an ongoing basis in anticipation of changes occurring in the surrounding environment	ك	51	83	58	99	47	3.02	1.305	moderate
		%	15.1	24.6	17.2	29.3	13.9			
5	There is a keenness to know the image of the institution as seen by customers by identifying trends that illustrate the image of the bank	ك	34	81	55	124	44	3.19	1.224	moderate
		%	10.1	24.0	16.3	36.7	13.0			
6	The research and information collected contributed to predicting problems early and developing appropriate solutions to confront them	ك	42	101	49	91	55	3.05	1.311	moderate
		%	12.4	29.9	14.5	26.9	16.3			
7	The information collected contributed to explaining the social, economic and political changes occurring in society	ك	65	105	68	65	35	2.7	1.266	moderate
		%	19.2	31.1	20.1	19.2	10.4			
8	The problem is carefully identified before starting to search for	ك	37	109	66	95	31	2.92	1.196	moderate

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	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
	information	%	10.9	32.2	19.5	28.1	9.2			
9	The problems of the two scientists are identified by learning about their opinions and the repercussions of the decisions taken by the administration and the extent of their acceptance of them	ك	28	70	70	107	63	3.32	1.227	moderate
		%	8.3	20.7	20.7	31.7	18.6			
10	A budget is allocated to honor those distinguished in the field of Research and collect information	No.	48	110	46	80	54	2.95	1.331	moderate
		%	14.2	32.5	13.6	23.7	16.0			
the total of Research and collect information								3.04	0.769	moderate

From Table (4), it was shown that the values of the variable's means ranged from (2.7) to (3.32), and it was found that all of the variable's statements had their mean values falling within the category (2.6 to less than 3.4), so the degree of agreement for all statements was moderate, as shown. The average value for the total variable "research and information gathering" is (3.04) and falls within the same period, so the level of research and collect information was moderate.

The Second variable: Planning

Table (5) Frequency distributions and results of descriptive analysis for the planning variable:

	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
1	The focus in planning is on information and then searching for it in advance, not on intuition and previous experience	No.	59	81	72	84	42	2.91	1.296	moderate
		%	17.5	24.0	21.3	24.9	12.4			
2	The focus strategy is used to achieve urgent goals while the audience is spread out in far-flung places	No.	40	81	40	112	65	3.24	1.327	moderate
		%	11.8	24.0	11.8	33.1	19.2			
3	The timing strategy is used to study the	No.	78	116	56	64	24	2.53	1.233	Low

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	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
	circumstances and then choose the appropriate time to communicate	%	23.1	34.3	16.6	18.9	7.1			
4	A waiting strategy is used if there are attempts to implicate the bank in useless competition	No.	73	122	59	53	31	2.55	1.244	Low
		%	21.6	36.1	17.5	15.7	9.2			
5	Surprise strategies are used at crucial moments and times to influence audience attitudes while adhering to the public's interest	No.	36	87	74	107	34	3.05	1.185	moderate
		%	10.7	25.7	21.9	31.7	10.1			
6	The engagement strategy is used to encourage individuals to submit their suggestions and provide them with opportunities to express their opinions	No.	93	98	62	67	18	2.46	1.233	Low
		%	27.5	29.0	18.3	19.8	5.3			
7	The problems facing the bank are studied and information and facts are placed in the hands of those in charge of planning	No.	45	67	65	80	81	3.25	1.367	moderate
		%	13.3	19.8	19.2	23.7	24.0			
8	In planning, management seeks for goals to be realistic and practical in terms of achievability and implementation	No.	31	52	62	142	51	3.38	1.183	moderate
		%	9.2	15.4	18.3	42.0	15.1			
9	The activities aim to improve the bank's reputation, given that reputation is one of the basic pillars on which any organization is based	No.	65	103	72	77	21	2.66	1.2	moderate
		%	19.2	30.5	21.3	22.8	6.2			
10	The bank's planning contributed to choosing good topics and appropriate times, in addition to choosing the most effective methods of implementation	No.	80	113	70	62	13	2.45	1.15	moderate
		%	23.7	33.4	20.7	18.3	3.8			
the total of Planning								2.85	0.816	moderate

From Table (5), it was shown that the average values of the planning variable ranged from (2.45) to (3.38), and it was found that (4) of the axis statements had average values that fell within the category (1.8 to less than 2.6), so the degree of agreement with these statements It was low, and it was also found that (6) of the statements whose average values fell within the category (2.6 to less than 3.4), so the degree of agreement with those statements was moderate. It was also shown that the average value for the total variable "planning" was (2.85) and falls within Category (2.6 to less than 3.4), so the level of planning was moderate.

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The Third variable: Communications

Table (6) Frequency distributions and results of descriptive analysis for the communications variable:

	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
1	The communication plan is determined based on audience survey to know their trends to ensure effective communication	No.	25	95	99	74	45	3.06	1.153	moderate
		%	7.4	28.1	29.3	21.9	13.3			
2	Public relations contributed to communicating the internal public voice to senior management	No.	73	101	73	63	28	2.62	1.242	Low
		%	21.6	29.9	21.6	18.6	8.3			
3	Public relations contributed to making the internal public aware of all the bank's policies, decisions and objectives	No.	35	69	74	74	86	3.32	1.327	moderate
		%	10.4	20.4	21.9	21.9	25.4			
4	There is keenness to follow up on what is published in the media about the bank and the services it provides	No.	51	77	68	99	43	3.02	1.28	moderate
		%	15.1	22.8	20.1	29.3	12.7			
5	Public relations activities contributed to organizing visits and receiving delegations to create a positive mental image of the bank	No.	59	111	74	79	15	2.64	1.147	moderate
		%	17.5	32.8	21.9	23.4	4.4			
6	Public relations has a role in increasing internal communication between employees and senior management	No.	63	90	73	83	29	2.78	1.247	moderate
		%	18.6	26.6	21.6	24.6	8.6			
7	Public relations is concerned with issuing publications, flyers, advertisements and posters	No.	36	73	92	110	27	3.06	1.135	moderate
		%	10.7	21.6	27.2	32.5	8.0			
8	The organization's public relations is keen to hold meetings to discuss the problems of employees and customers	No.	46	125	66	74	27	2.74	1.178	moderate
		%	13.6	37.0	19.5	21.9	8.0			
9	The organization's public relations seeks to organize and participate in seminars, conferences, and exhibitions	No.	46	99	83	78	32	2.86	1.196	moderate
		%	13.6	29.3	24.6	23.1	9.5			
10	The organization's public relations seeks to organize recreational trips, hold parties, and organize visits at social events	No.	50	79	60	104	45	3.04	1.292	moderate
		%	14.8	23.4	17.8	30.8	13.3			
the total of Communications								2.91	0.786	moderate

DOI: https://doi.org/10.33193/JEAHS.46.2025.668
e-ISSN: 2709-071X
p-ISSN: 2709-0701
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From Table (6), it was shown that the average values of the variable ranged from (2.62) to (3.32), and it was found that all the axis statements had their average values within the category (2.6 to less than 3.4), so the degree of agreement for all statements was moderate except for one statement, which was The degree of approval for it is "low". It was also shown that the average value for the total variable "communication" was (2.91) and falls within the category (2.6 to less than 3.4), so the level of communication was moderate.

The Fourth variable: Evaluation

Table (7) Frequency distributions and results of descriptive analysis for the Evaluation variable:

	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
1	Deviations resulting from the application of public relations programs are identified and corrective measures are then put in place to correct these deviations	No.	45	118	59	58	58	2.9	1.317	moderate
		%	13.3	34.9	17.5	17.2	17.2			
2	Actual performance is compared to the plan developed by public relations to ensure conformity with it	No.	27	89	73	84	65	3.21	1.249	moderate
		%	8.0	26.3	21.6	24.9	19.2			
3	The evaluation is conducted prior to the implementation of the public relations activity, to ensure the safety of the activity before its implementation, to ensure that the required results are achieved with the least errors	No.	36	53	80	124	45	3.26	1.19	moderate
		%	10.7	15.7	23.7	36.7	13.3			
4	Communication and interconnection take place between the activities of implementing the activity and the activities of its evaluation, when the public relations activity takes a long period of time	No.	50	85	60	97	46	3.01	1.296	moderate
		%	14.8	25.1	17.8	28.7	13.6			
5	The evaluation is conducted after completing the implementation of a specific activity in order to measure its results and their conformity with what was planned	No.	30	79	74	112	43	3.17	1.184	moderate
		%	8.9	23.4	21.9	33.1	12.7			
6	The methods used in implementing public relations programs are determined	No.	44	106	51	80	57	3	1.323	moderate
		%	13.0	31.4	15.1	23.7	16.9			
7	The success of the methods used in achieving all the desired results is determined	No.	61	111	61	65	40	2.74	1.286	moderate
		%	18.0	32.8	18.0	19.2	11.8			

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	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
8	Public relations work is evaluated by comparing the goals set with the work achieved	**No.**	**37**	**108**	**63**	**83**	**47**	**2.99**	**1.25**	**moderate**
		%	**10.9**	**32.0**	**18.6**	**24.6**	**13.9**			
9	The quantitative output of public relations activity is determined by what was spent on public relations	**No.**	**28**	**73**	**78**	**95**	**64**	**3.28**	**1.23**	**moderate**
		%	**8.3**	**21.6**	**23.1**	**28.1**	**18.9**			
10	The difficulties facing the implementation process are diagnosed, their causes are determined, and treatment methods are prescribed	**No.**	**51**	**108**	**49**	**84**	**46**	**2.9**	**1.308**	**moderate**
		%	**15.1**	**32.0**	**14.5**	**24.9**	**13.6**			
The total of Evaluation								**3.04**	**0.727**	**moderate**

From Table (7), it was shown that the average values of the evaluation variable ranged from (2.74) to (3.28), and it was found that all the variable statements had their average values within the category (2.6 to less than 3.4), so the degree of agreement for all statements was moderate, as shown. The average value for the total variable "evaluation" is (3.04) and falls within the same category, so the level of evaluation was moderate.

Total of public relations (PR)

Table (8): Results of the descriptive analysis of the total public relations

Variable	Average	standard deviation	Public relations level
public relations	**2.96**	**0.614**	**moderate**

To determine the level of public relations in banks, the results in Table No. (8) showed that the average response to the total public relations is equal to (2.96) and falls within the category (2.6 to less than 3.4), so the level of public relations in banks was moderate.

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Dependent variable (enhancing competitive capabilities)

Table (9) Frequency distributions and results of the descriptive analysis of the competitive capabilities variable:

	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
1	The bank relies on larger production to achieve economies of scale	No.	41	92	94	83	28	2.9	1.152	moderate
		%	12.1	27.2	27.8	24.6	8.3			
2	Management is interested in reducing its inputs and resources to reduce costs	No.	24	63	48	137	66	3.47	1.201	High
		%	7.1	18.6	14.2	40.5	19.5			
3	The bank's service prices are low compared to service prices in other banks	No.	57	123	60	69	29	2.67	1.218	moderate
		%	16.9	36.4	17.8	20.4	8.6			
4	The bank adopts a marketing mix policy in order to reduce costs	No.	68	127	61	65	17	2.51	1.159	Low
		%	20.1	37.6	18.0	19.2	5.0			
5	The bank's administrative expenses are low compared to other banks	No.	18	90	74	121	35	3.19	1.104	moderate
		%	5.3	26.6	21.9	35.8	10.4			
6	Management is interested in continuous improvement of the services provided	No.	79	104	67	65	23	2.55	1.23	Low
		%	23.4	30.8	19.8	19.2	6.8			
7	Customer confidence is high in the quality of services provided by the bank	No.	34	53	61	83	107	3.52	1.343	High
		%	10.1	15.7	18.0	24.6	31.7			
8	The administration accepts comments and suggestions regarding the quality of service and takes these suggestions into consideration	No.	25	63	69	132	49	3.34	1.156	moderate
		%	7.4	18.6	20.4	39.1	14.5			
9	The administration is interested in applying the total quality management approach	No.	58	78	86	101	15	2.81	1.167	moderate
		%	17.2	23.1	25.4	29.9	4.4			
10	Management is concerned with the quality of individual and group performance	No.	63	111	82	70	12	2.58	1.117	Low
		%	18.6	32.8	24.3	20.7	3.6			
11	The management is developing plans to meet the increasing demands of customers	No.	32	103	98	82	23	2.88	1.09	moderate
		%	9.5	30.5	29.0	24.3	6.8			
12	The bank's management changes its policy according to the changing business environment	No.	57	125	81	58	17	2.57	1.11	Low
		%	16.9	37.0	24.0	17.2	5.0			
13	The bank is committed to the principle	No.	44	78	83	77	56	3.07	1.282	moderate

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	Phrase		Strictly disagree	Disagree	Undecided	agree	Strictly agree	Average	standard deviation	Degree of approval
	of volume flexibility and is keen to conduct studies to forecast the volume of future orders	%	13.0	23.1	24.6	22.8	16.6			
14	The management is interested in diversifying the services provided to customers to ensure that the service arrives on time	No.	41	77	67	115	38	3.09	1.224	moderate
		%	12.1	22.8	19.8	34.0	11.2			
15	The bank is described as one of the first banks in providing services easily and smoothly	No.	53	109	95	67	14	2.65	1.091	moderate
		%	15.7	32.2	28.1	19.8	4.1			
16	The bank's management is interested in the spirit of thinking and welcoming the ideas presented by employees to develop banking services	No.	45	107	86	74	26	2.79	1.156	moderate
		%	13.3	31.7	25.4	21.9	7.7			
17	The administration is interested in abandoning routine and decentralization in dealing with what develops creative ability	No.	35	71	82	133	17	3.08	1.103	moderate
		%	10.4	21.0	24.3	39.3	5.0			
18	The bank's management seeks to break the boring routine in performing tasks in order to achieve outstanding performance for the bank's employees	No.	46	112	65	74	41	2.86	1.251	moderate
		%	13.6	33.1	19.2	21.9	12.1			
19	The bank's management allocates programs and applications to develop the spirit of creativity among the bank's employees	No.	38	114	74	84	28	2.85	1.161	moderate
		%	11.2	33.7	21.9	24.9	8.3			
20	The bank's management is interested in creative culture as a means to achieve outstanding performance	No.	43	76	57	116	46	3.14	1.268	moderate
		%	12.7	22.5	16.9	34.3	13.6			
The total of enhancing competitive capabilities								**2.93**	**0.656**	**moderate**

From Table (9) it was shown that the average values of the variables ranged from (2.51) to (3.52), and it was found that (4) statements had average values within the category (1.8 to less than 2.6), so the degree of agreement with these statements was low, and (14 (3) statements whose average values were within the category (2.6 to less than 3.4), so the degree of agreement with them was moderate, and (3) statements whose average values were within the category (3.4 to less than 4.2), so the degree of agreement with these statements was high.

DOI: https://doi.org/10.33193/JEAHS.46.2025.668
e-ISSN: 2709-071X
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مجلة العلوم التربوية والإنسانية
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To determine the level of enhancing competitive capabilities in banks, the results showed that the average response to the total enhancing competitive capabilities is equal to (2.93) and falls within the category (2.6 to less than 3.4), so the level of enhancing competitive capabilities in banks was moderate.

Hypothesis testing
Pearson correlation was used to test the relationship between public relations and enhancing competitive capabilities. The relationship is positive if the value of the correlation coefficient is positive and negative if the value of the correlation coefficient is negative. The relationship is significant (statistically significant) if P-value of statistical significance was greater than 0.05, and it is Not significant if P-value was greater than 0.05.
Main hypothesis: There is a statistically significant effect of public relations in enhancing competitive capabilities.
❖ **The first sub-hypothesis**: There is a statistically significant effect of Research and collect information on enhancing competitive capabilities.

Table (10): Simple regression results to determine the impact of research and collect information in enhancing competitive capabilities

Correlation coefficient	Coefficient of determinati (R^2)on	T-value	P-value	Regression coefficients	
				Constant	research and collect information
0.507	**0.257**	**12.811**	**0.000**	**1.612**	**0.432**

F-calculated= 115.992 df.=(1, 336) F-tabular=3.8415

The results in Table No. (10) showed the existence of a statistically significant relationship between research and collect information and enhancing competitive capabilities, where the value of the correlation coefficient was (0.507), and the value of statistical significance was equal to (0.000), which was less than 0.05 and indicates the significance of the relationship between the two variables, that is, research and collect information contribute to enhancing competitive capabilities.
To determine the impact of research and collect information in enhancing competitive capabilities, the F value is equal to (115.992), which is a high value compared to the tabular value (3.8415), and the statistical significance value (P-Value) was equal to (0.000), which is less than 0.05, This indicates that the explanatory power of the linear regression model is confirmed statistically, and the value of the coefficient of determination was (0.257) indicating that (25.7%) of the changes in enhancing competitive capabilities were explained by research and collect information. Therefore, the first sub-hypothesis was accepted: “There is a statistically significant effect of research and collect information in enhancing the competitive capabilities of

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the banks".

❖ **The Second sub-hypothesis**: There is a statistically significant effect of planning on enhancing competitive capabilities.

Table (11): Simple regression results to determine the impact of planning in enhancing competitive capabilities

Correlation coefficient	Coefficient of determinati (R^2)on	T-value	P-value	Regression coefficients	
				Constant	planning
0.516	**0.266**	**%26.6**	**121.812**	**0.000**	**1.746**

F-calculated= 121.812 df.=(1, 336) F-tabular=3.8415

The results in Table No. (11) showed the existence of a statistically significant relationship between planning and enhancing competitive capabilities, where the value of the correlation coefficient was (0.516), and the value of statistical significance was equal to (0.000), which was less than 0.05 and indicates the significance of the relationship between the two variables, that is, planning contribute to enhancing competitive capabilities.

To determine the impact of planning in enhancing competitive capabilities, the F value is equal to (121.812), which is a high value compared to the tabular value (3.8415), and the statistical significance value (P-Value) was equal to (0.000), which is less than 0.05, This indicates that the explanatory power of the linear regression model is confirmed statistically, and the value of the coefficient of determination was (0.266) indicating that (26.6%) of the changes in enhancing competitive capabilities were explained by planning. Therefore, the second sub-hypothesis was accepted: "There is a statistically significant effect of planning in enhancing the competitive capabilities of the banks".

❖ **The Third sub-hypothesis**: There is a statistically significant effect of Communications on enhancing competitive capabilities.

Table (12): Simple regression results to determine the impact of Communications in enhancing competitive capabilities

Correlation coefficient	Coefficient of determinati (R^2)on	T-value	P-value	Regression coefficients	
				Constant	Communications
0.62	**0.385**	**%38.5**	**210.319**	**0.000**	**1.42**

F-calculated= 210.319 df.=(1, 336) F-tabular=3.8415

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The results in Table No. (12) showed the existence of a statistically significant relationship between Communications and enhancing competitive capabilities, where the value of the correlation coefficient was (0.62), and the value of statistical significance was equal to (0.000), which was less than 0.05 and indicates the significance of the relationship between the two variables, that is, Communications contribute to enhancing competitive capabilities.
To determine the impact of Communications in enhancing competitive capabilities, the F value is equal to (210.319), which is a high value compared to the tabular value (3.8415), and the statistical significance value (P-Value) was equal to (0.000), which was less than 0.05, This indicates that the explanatory power of the linear regression model is confirmed statistically, and the value of the coefficient of determination was (0.385) indicating that (38.5%) of the changes in enhancing competitive capabilities were explained by Communications. Therefore, the third sub-hypothesis was accepted: “There is a statistically significant effect of Communications in enhancing the competitive capabilities of the banks”.

The Third sub-hypothesis: There is a statistically significant effect of Evaluation on enhancing competitive capabilities.

Table (13): Simple regression results to determine the impact of Evaluation in enhancing competitive capabilities

Correlation coefficient	Coefficient of determinati (R^2)on	T-value	P-value	Regression coefficients	
				Constant	Evaluation
0.606	**0.368**	**%36.8**	**195.365**	**0.000**	**1.262**

F-calculated= 195.365 df.=(1, 336) F-tabular=3.8415

The results in Table No. (13) showed the existence of a statistically significant relationship between Evaluation and enhancing competitive capabilities, where the value of the correlation coefficient was (0.606), and the value of statistical significance was equal to (0.000), which was less than 0.05 and indicates the significance of the relationship between the two variables, that is, Evaluation contribute to enhancing competitive capabilities.
To determine the impact of Evaluation in enhancing competitive capabilities, the F value is equal to (195.365), which is a high value compared to the tabular value (3.8415), and the statistical significance value (P-Value) was equal to (0.000), which was less than 0.05, This indicates that the explanatory power of the linear regression model is confirmed statistically, and the value of the coefficient of determination was (0.368) indicating that (36.8%) of the changes in enhancing competitive capabilities were explained by Evaluation. Therefore, the fourth sub-hypothesis was accepted:

DOI: https://doi.org/10.33193/JEAHS.46.2025.668

e-ISSN: 2709-071X
p-ISSN: 2709-0701

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"There is a statistically significant effect of Evaluation in enhancing the competitive capabilities of the banks".

Main hypothesis: There is a statistically significant effect of public relations in enhancing competitive capabilities.

Table (14): Multiple regression results to determine the impact of public relations in enhancing competitive capabilities.

Correlation coefficient	Coefficient of determination (R^2)	T-value	P-value	Regression coefficients				
				Constant	research and collect information	planning	Communications	Evaluation
0.738	**0.544**	**%54.4**	**0.000**	**0.538**	**0.145**	**0.029**	**0.275**	**0.35**

F-calculated= 99.46 df.=(4, 333) F-tabular=2.3719

The results in Table No. (14) showed the existence of a statistically significant relationship between public relations and enhancing competitive capabilities, where the value of the correlation coefficient was (0.738), and the value of statistical significance was equal to (0.000), which was less than 0.05 and indicates the significance of the relationship between the two variables, that is, Public relations contribute to enhancing competitive capabilities.

To determine the impact of Public relations in enhancing competitive capabilities, the F value is equal to (99.46), which is a high value compared to the tabular value (2.3719), and the statistical significance value (P-Value) was equal to (0.000), which was less than 0.05, This indicates that the explanatory power of the multiple regression model is confirmed statistically, and the value of the coefficient of determination was (0.544) indicating that (54.4%) of the changes in enhancing competitive capabilities were explained by Public relations. Therefore, the main hypothesis was accepted: "There is a statistically significant effect of public relations in enhancing competitive capabilities".

The Results:

After analyzing the collected data, the study concluded the following:

1. The study showed the existence of a statistically significant relationship between research, information gathering, and enhancing competitive capabilities, as the value of the correlation coefficient was (0.507), and it resulted in an impact of research and information gathering in enhancing competitive capabilities, with a percentage of (25.7%). The researcher believes that this effect results from the use of some Banking institutions adopt modern methods of collecting data and information, taking into

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account the changes and conditions that occur in their surrounding environment.
2. The study showed the presence of a statistically significant relationship between planning and enhancing competitive capabilities, as the value of the correlation coefficient was (0.516), and resulted in an impact of planning in enhancing competitive capabilities of (26.6%). This is attributed to the use of some banking institutions for various strategies such as focus and timing strategies and waiting and strategies for participating in its work.
3. The study showed the presence of a significant, statistically significant relationship between communication and enhancing competitive capabilities, as the value of the correlation coefficient was (0.62), and resulted in an impact of communication in enhancing competitive capabilities, at a rate of (38.5%). This is due to the effectiveness of internal communication between bank employees and their departments, in addition to establishing Some banking institutions participate in seminars, conferences, exhibitions, recreational trips, and organize visits at social events.
4. The study showed the presence of a statistically significant relationship between evaluation and enhancing competitive capabilities, as the value of the correlation coefficient was (0.606), and the result of an impact of evaluation in enhancing competitive capabilities was (36.8%), and is due to some departments identifying deviations resulting from the use of public relations programs and developing Corrective measures are a step towards correcting these deviations, in addition to communication and interconnection between the activities' implementation activities and their evaluation activities.
5. The study showed the existence of a significant, statistically significant relationship between public relations and enhancing competitive capabilities, as the value of the correlation coefficient was (0.738), and resulted in an impact of public relations in improving competitive capabilities, with a percentage of (54.4%).

The Recommendations

After analyzing the data and arriving at the results, the researcher recommends the following:
1. It is preferable to use a participation strategy to encourage individuals to submit their proposals and provide them with opportunities to express their opinions.
2. Relying on planning as a basis for choosing appropriate topics and times, in addition to choosing the most effective methods of implementation.
3. Relying on continuous improvement of services provided by banks to achieve quality standards.
4. Continuously research and collect information in anticipation of changes and conditions that occur in the surrounding environment.
5. The problem must be identified before starting to search for information, as well as the problems of employees must be identified and taken into consideration when making decisions by management.
6. Make efforts to improve the bank's reputation, given that reputation is one of the

basic pillars on which any organization is based.

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