KATEB Journal of Economics and Management

ISSN (Print): 3006-6085
ISSN (Online): 3006-6093
Email: kjem.kateb.edu.af
Homepage:https://kjem.kateb.edu.af

The Impact of Digital Marketing Practice on the Banking Performance in Afghanistan (Evidence from Ghazanfar Bank)

Najibullah Arshad[1]✉, Farhad Rahimi[2] and Nawrooz Muzafari[3]

1. Assistant Professor and Dean of Economics Faculty, Kateb University, Kabul, Afghanistan. Corresponding author E-mail: najibullah.arshad@kateb.edu.af
2. Graduate Student of MBA, Kateb University, Kabul, Afghanistan. E-mail: farhadrahimi205@gmail.com
3. Faculty Member, Faculty of Economics, Kateb University, Kabul, Afghanistan. E-mail: nawroazmozaffari@gmail.com

Article Info

Article type:
Research Article

Article history:
Received: 08/02/2025
Received in revised form: 20/02/2025
Accepted: 13/03/2025
Available online: 20/03/2025

Keywords:
Digital Marketing, Banking Performance, Website Marketing, Email, Mobile, social media, Ghazanfar Bank.

ABSTRACT

This study examines the impact of digital marketing practices specifically email marketing, social network marketing, mobile phone marketing, and website marketing on banking performance, using Ghazanfar Bank in Afghanistan. The objective is to determine which digital marketing components most significantly enhance banking performance. A quantitative approach was adopted, using a structured questionnaire administered to bank employees. Data were analyzed using descriptive statistics, correlation, and multiple regression to assess the relationships between digital marketing tools and performance indicators. The results reveal that all four digital marketing components have a positive and statistically significant effect on banking performance ($p < 0.05$). Among them, website marketing demonstrated the strongest impact ($\beta = 0.236$, $p = 0.011$), underscoring the critical role of a user-friendly and informative online presence. Email marketing also showed a significant influence ($\beta = 0.129$, $p = 0.037$), followed by mobile phone marketing ($\beta = 0.066$, $p = 0.044$) and social network marketing ($\beta = 0.079$, $p = 0.045$). The model's R-squared value was 0.127, indicating that approximately 12.7% of the variation in banking performance can be explained by these digital marketing practices. Website marketing showed the strongest impact, highlighting the importance of a user-friendly and informative online presence. Email marketing also contributed meaningfully, while mobile and social media marketing had moderate but significant effects. The study concludes that integrating these tools can improve customer engagement, service delivery, and competitiveness. It recommends prioritizing website development alongside multichannel digital strategies to optimize performance in Afghanistan's evolving financial sector.

Cite this article: Arshad, N. Rahimi, F & Muzafari, N (2025). The Impact of Digital Marketing Practice on the Banking Performance in Afghanistan (Evidence from Ghazanfar Bank), *Kateb Journal of Economics and Management*, 3 (2), 1-16.

1. INTRODUCTION

Digital marketing has become a central pillar of organizational strategy, reshaping how businesses engage with customers, promote their services, and achieve competitive advantage in an increasingly digitalized world (Chaffey & Ellis-Chadwick, 2019). In contrast to traditional marketing, digital marketing offers more targeted, interactive, and cost-effective means of communication, leveraging tools such as social media, email campaigns, SEO, mobile applications, and digital advertising. Within the financial sector, especially in banking, digital marketing plays a crucial role in enhancing customer experience, promoting service innovation, and improving operational efficiency. As customer expectations evolve and competition intensifies, banks must integrate digital marketing strategies to remain relevant and build sustainable performance outcomes.

Digital marketing in banking encompasses various practices, including online branding, personalized digital communication, mobile banking promotions, social media engagement, and data-driven customer targeting (Kotler et al., 2021). These practices help banks to attract and retain customers, enhance service accessibility, and strengthen customer trust. When implemented effectively, digital marketing can result in increased deposits, loan applications, brand visibility, and overall profitability. However, the success of digital marketing in banking performance is not universal; it varies depending on technological infrastructure, customer readiness, and strategic alignment. Therefore, it is vital to examine how specific practices affect bank performance in varied economic and cultural contexts. The intersection of digital innovation and banking provides a unique opportunity to study the evolving relationship between technology and financial service delivery, particularly in developing and fragile economies.

While numerous studies have examined digital marketing in developed countries, there is a significant gap in the literature when it comes to its application and impact in countries like Afghanistan. Afghanistan’s banking sector, although relatively young and challenged by political instability and limited technological infrastructure, has shown gradual growth over the past two decades. Among the key players is Ghazanfar Bank, a leading private commercial bank established in 2009, which has taken active steps toward embracing digital marketing. Despite the adoption of some digital tools and platforms, little empirical research exists on how such initiatives affect its performance. This study addresses this gap by analyzing the impact of digital marketing practices on the operational and financial performance of Ghazanfar Bank.

By focusing on a case study of Ghazanfar Bank within the broader Afghan banking context, this research aims to provide critical insights into the effectiveness of digital marketing in enhancing banking outcomes. The findings are expected to contribute to both theoretical frameworks on digital transformation in financial institutions and practical recommendations for marketing strategists and bank managers in similar developing contexts. Understanding how digital tools drive performance in a complex and resource-constrained environment like Afghanistan will offer valuable perspectives for policymakers, banking professionals, and academics alike.

1.1 Problem Statement

Despite the rapid advancement of digital marketing tools in the global banking industry, Afghan commercial banks face considerable challenges in adopting and leveraging these tools effectively. There is a lack of empirical evidence on how different digital marketing practices such as email marketing, social media campaigns, mobile marketing, and website services impact banking performance within the specific context of Afghanistan's fragile economy. This knowledge gap limits banks' ability to strategically prioritize digital investments and hinders efforts to improve customer satisfaction and financial sustainability. Specifically, Ghazanfar Bank's digital marketing efforts remain understudied in terms of their tangible influence on performance indicators such as customer engagement, service efficiency, and profitability.

1.2 Research Objectives

The main objective of this study is to examine the impact of digital marketing practices on banking performance at Ghazanfar Bank in Afghanistan. The specific objectives are as follows:

1. To analyze the effects of email marketing on performance of Ghazanfar Bank.
2. To identify the impact of social network marketing on performance of Ghazanfar Bank.
3. To determine the impact of mobile phone marketing on performance of Ghazanfar Bank.
4. To examine the impact of website marketing on performance of Ghazanfar Bank.

1.3 Research Questions

1. What is the impact of email marketing on performance of Ghazanfar Bank?
2. What is the impact of social network marketing on performance of Ghazanfar Bank?
3. What is the impact of mobile phone marketing on performance of Ghazanfar Bank?
4. What is the impact of website marketing on performance of Ghazanfar Bank?

2. LITERATURE REVIEW

The proliferation of digital technologies has fundamentally reshaped the marketing landscape, prompting a strategic shift from traditional, product-centered approaches to customer-oriented, data-driven models. Digital marketing defined as the strategic use of digital channels such as websites, email, mobile applications, social media, and search engines to engage customers and promote products or services has become an essential element of competitive business strategy (Chaffey & Ellis-Chadwick, 2019). In the banking sector, digital marketing plays a pivotal role in enhancing customer experience, expanding outreach, and improving operational efficiency. As consumer behavior increasingly favors online and mobile platforms, banks globally are adapting their marketing strategies to meet the evolving expectations of digitally literate clients (Kotler et al., 2021).

Kateb Journal of Economics and Management (Scientific - Research)
Vol. 3, No. 2, Autumn 2024 & Winter 2025

The application of digital marketing in the banking industry has been consistently linked to improved brand visibility, customer acquisition, service personalization, and financial performance. Empirical research in various national contexts supports this association. Tiago and Veríssimo (2014), for example, found that Portuguese banks utilizing integrated digital marketing strategies achieved higher levels of customer satisfaction and loyalty. Likewise, Putra and Santoso (2020) demonstrated that Indonesian financial institutions investing in digital campaigns experienced significant gains in customer retention and return on assets (ROA).

Digital marketing also facilitates more effective segmentation and targeted communication. By leveraging behavioral analytics, banks can deliver personalized content tailored to specific customer needs, thereby increasing the relevance and effectiveness of marketing campaigns. In Afghanistan, Rahimi and Nazari (2022) conducted a quantitative study involving 180 banking clients in Kabul and found that social media campaigns and mobile services significantly improved customer retention, brand loyalty, and service usage. They emphasized the effectiveness of localized and language-specific content in Afghanistan's diverse cultural landscape.

Sultani and Farid (2023) investigated digital promotion strategies in selected private Afghan banks and identified a positive impact of tools such as SMS banking, mobile alerts, and online customer support on service delivery and customer satisfaction. Nonetheless, they highlighted challenges including limited digital literacy and restricted access to smartphones, particularly in rural areas.

Similarly, Noori and Hamdard (2022) examined mobile app-based marketing in Afghan urban banking and discovered that frequent, personalized app notifications significantly enhanced product awareness and increased customer interest in credit offerings. However, they stressed that trust, digital literacy, and data privacy concerns remained critical determinants of success.

In the regional context, Iqbal et al. (2021) studied the impact of digital marketing on banking performance in Pakistan, drawing data from 200 private bank employees. They found that tools like email newsletters, social media ads, and app-based communication improved key financial metrics, including revenue growth and account expansion. Their study also emphasized the importance of employee training in digital system adoption.

Sharma and Verma (2020), using a mixed-methods approach in Indian banks, demonstrated that digital campaigns aligned with customer preferences through analytics and behavioral segmentation enhanced the uptake of services such as digital wallets and loans. Their findings reinforced the importance of perceived trust and usability in digital banking success.

A qualitative study by Saeedi and Ghafoori (2023) in Afghanistan revealed the importance of culturally appropriate digital content. Interviews with 35 bank customers from diverse ethnic and linguistic backgrounds indicated that marketing campaigns delivered in local languages (Dari and Pashto) increased engagement and trust. This is consistent with Boateng and Okoe's (2015) findings in Ghana, which linked social media engagement with positive brand perception and customer loyalty.

Despite these valuable contributions, the majority of existing studies focus primarily on developed or emerging markets with mature digital infrastructure. There remains a significant research gap regarding the implementation and effectiveness of digital marketing in fragile, post-conflict economies such as Afghanistan (Haidari &

Popal, 2021). Global studies have consistently established a link between digital marketing and improved performance metrics. However, in low-income and conflict-affected settings, such relationships are likely mediated by distinct contextual challenges including weak internet infrastructure, low digital literacy, and limited access to digital devices.

Afghanistan's financial sector has undergone meaningful reform since the early 2000s, leading to the creation of several private commercial banks, including Ghazanfar Bank. While the bank has made efforts to embrace digital outreach via mobile applications, SMS notifications, and a social media presence there has been limited academic scrutiny of the performance implications of these initiatives. Rahmani (2022) noted that although Afghan banks increasingly recognize the strategic importance of digital marketing, many still lack dedicated marketing departments or tools to systematically assess campaign performance.

Additionally, Saeedi and Ghafoori (2023) emphasized that Afghan consumers tend to respond more positively to digital content that is localized in language and cultural context. Campaigns in Dari and Pashto were viewed as more credible and relatable than those in English, underscoring the necessity for banks to adopt culturally nuanced strategies in order to foster trust and engagement.

Nevertheless, few empirical studies have evaluated how digital marketing directly influences measurable performance outcomes in Afghanistan's banking sector such as profitability, customer growth, brand equity, and operational efficiency. Most available literature remains descriptive, often focusing on barriers to adoption rather than on the effectiveness or return on investment of digital strategies. This lack of empirical data represents a critical research gap that this study aims to address.

Accordingly, this research seeks to conduct a focused empirical investigation of Ghazanfar Bank, assessing the influence of digital marketing practices including website marketing, mobile app usage, email communication, and social media engagement on key performance indicators. The findings are expected to contribute both to academic literature and to practical decision-making for banks operating in similarly constrained environments.

Ha1: Digital marketing practices have a significant impact on banking performance in Ghazanfar Bank.

3. RESEARCH METHODOLOGY

This study adopted a quantitative approach to investigate the impact of digital marketing practices on the performance of Ghazanfar Bank in Kabul, Afghanistan. The research was designed within the framework of positivist epistemology, using a descriptive-correlational survey method aimed at testing hypotheses and identifying the relationship between independent variables (digital marketing tools) and dependent variables (operational and financial performance of the bank).

To collect primary data, a structured questionnaire was developed, comprising close-ended questions based on a five-point Likert scale. The questionnaire covered four main dimensions of digital marketing: email marketing, social media marketing, mobile phone marketing, and website marketing. The purpose was to measure the perceptions of both bank employees and digital banking customers regarding the impact of these tools on service quality, efficiency, customer satisfaction, and financial outcomes.

Kateb Journal of Economics and Management (Scientific - Research)
Vol. 3, No. 2, Autumn 2024 & Winter 2025

The target population included all employees of Ghazanfar Bank and customers actively using digital banking services, such as mobile applications and internet banking, across different departments and branches within Kabul city. Since the total population was finite and estimated at approximately 320 individuals, Cochran's formula for finite population correction was used to calculate the appropriate sample size. The formula used was:

$$N = \frac{n_z^2 p(1-P)}{e^z(n-1) + e^z p(1-P)}$$

Where:

- N= 320 (total population),
- Z= 1.96 (z-value at 95% confidence level),
- p = 0.5 (maximum variability),
- e= 0.05 (desired margin of error).

Accordingly, the sample size was determined to be 175 participants to ensure statistical validity and generalizability of the results.

To ensure proportional representation of both groups (employees and customers), a stratified random sampling method was applied. The total sample was divided into two strata: bank staff and digital banking users, and respondents were randomly selected from each group based on their proportional size within the population. This sampling method is more appropriate for hypothesis-driven quantitative research and addresses the limitations of non-probability methods such as convenience sampling. so, the adopted methodology ensured both theoretical alignment with the research objectives and methodological rigor for hypothesis testing, enabling robust and generalizable findings.

The structured questionnaire was organized into two main sections. The first section gathered demographic information such as gender, education level and job experience, and frequency of digital banking usage (in the case of customers). The second section included items measuring perceptions of various digital marketing practices such as email, social network marketing, mobile phone marketing and website marketing and their effects on banking performance indicators, including customer acquisition, retention, satisfaction, and service delivery speed. A five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5) was used to capture the extent of agreement with each statement.

Data collected from the 175 valid responses were analyzed using SPSS version 26.0. Descriptive statistics were first used to summarize demographic characteristics and digital behavior patterns. Correlation analysis was employed to explore the strength and direction of relationships between digital marketing practices and banking performance variables. To ensure the reliability of the questionnaire, Cronbach's alpha was computed for all measurement scales, with values above 0.70 indicating satisfactory internal consistency. Validity testing was also conducted to confirm that the constructs effectively captured the intended dimensions of digital marketing and performance.

Finally, multiple linear regression analysis was performed to assess the significance and magnitude of the effect of digital marketing practices on banking performance at Ghazanfar Bank. This helped test the research hypotheses and identify which digital tools had the most impact on performance outcomes such as profitability, customer satisfaction, and operational efficiency.

This methodology provided a systematic and statistically grounded approach to exploring the link between digital marketing and banking performance in a developing-country context. It offers valuable insights for both scholars and practitioners aiming to understand how banks like Ghazanfar can strategically utilize digital tools to enhance competitive advantage and service delivery in Afghanistan's fragile economic environment.

4. RESULTS

This section provides an in-depth analysis of the demographic and biographical characteristics of the respondents.

Table 1: Demographic Analysis

Variables		Frequency	Percent (%)	Cumulative Percent (%)
Gender	Female	18	10.29	10.29
	Male	157	89.71	100.0
Educational Qualification	Bachelor	101	57.71	57.71
	Diploma	18	10.29	68.0
	High School Diploma	8	4.57	72.57
	Master	48	27.43	100.0
Job Experience	Less than 1 year	25	14.29	14.29
	From 1 - 3 years	44	25.14	39.43
	From 4 - 6 years	33	18.86	58.29
	More than 6 years	73	41.71	100.0

Table 1. presents a demographic overview of respondents from Ghazanfar Bank. The sample exhibits a significant gender imbalance, with nearly 90% male and 10% female respondents. Educationally, the majority are well-qualified, with 57.71% holding a Bachelor's and 27.43% a Master's degree, indicating a workforce suited for strategic functions like digital marketing. Only a small fraction possesses diplomas (10.29%) or high school education (4.57%).

In terms of professional experience, 41.71% of participants have over 6 years of experience, suggesting strong institutional knowledge, while 25.14% have 1–3 years, and 18.86% fall within 4–6 years. 14.29% are new employees with less than one year of experience, possibly bringing fresh digital perspectives.

Overall, the demographic profile reflects a highly educated and experienced workforce capable of engaging effectively with digital transformation efforts. This composition provides a robust foundation for the subsequent analysis of how digital marketing influences banking performance.

Kateb Journal of Economics and Management (Scientific - Research)
Vol. 3, No. 2, Autumn 2024 & Winter 2025

4.1. Validity Analysis

Validity is essential for ensuring that the research instruments measure the intended constructs accurately. In this study, the draft questionnaire was reviewed by professors and subject-matter experts to assess its relevance and clarity. Feedback was incorporated to refine the instrument, ensuring it effectively captures the impact of digital marketing practice on banking performance. This expert review process enhanced the validity of the questionnaire, ensuring its credibility for data collection.

4.2. Reliability Analysis

The reliability analysis using Cronbach's Alpha demonstrates that all constructs within the study exhibit strong internal consistency, confirming the robustness of the measurement instrument. The dependent variable, *banking performance,* achieved the highest reliability score (α = 0.923), indicating excellent consistency among its items and affirming its suitability for capturing multidimensional performance outcomes. Among the independent variables, *mobile phone marketing* (α = 0.892) and *website marketing* (α = 0.856) demonstrated very good reliability, reflecting coherent perceptions of these digital strategies. *Social network marketing* (α = 0.838) also showed good reliability, while *email marketing* (α = 0.797) met the acceptable threshold, though it may benefit from refinement in future studies. Overall, the Cronbach's Alpha values provide strong empirical support for the validity of the instrument, ensuring that the constructs are measured with consistency and precision critical attributes for drawing sound inferences in a graduate-level research context.

Table 1: Reliability Test Results

Variables	Cronbach's Alpha	Interpretation
Email Marketing	.797	Acceptable Internal Consistency
Social Network Marketing	.838	Good Internal Consistency
Mobile Phone Marketing	.892	Very Good Internal Consistency
Website Marketing	.856	Very Good Internal Consistency
Banking Performance	.923	Excellent Internal Consistency

Source: Primary Data, processed with SPSS 2025

4.3. Normality Test

Before proceeding with the correlation analysis, it was imperative to assess the normality of the data to determine the appropriate statistical techniques. To this end, both the Shapiro-Wilk **and** Kolmogorov-Smirnov tests were applied to examine the distribution of the variables. Furthermore, skewness and kurtosis statistics were reviewed to support the normality diagnosis.

The results, presented in Table 4.11, indicate that while some variables, such as Email Marketing, Social Media Marketing, and Website Marketing, exhibit a normal distribution ($p > 0.05$), others, including Mobile Marketing and Banking Performance, deviate from normality ($p < 0.05$). In addition, skewness and kurtosis values for these two variables exceed the conventional thresholds of ±1, confirming their non-normal distribution.

Kateb Journal of Economics and Management (Scientific - Research)
Vol. 3, No. 2, Autumn 2024 & Winter 2025

Table 4.11: Normality Test Results

Variable	Shapiro-Wilk (Sig.)	Kolmogorov-Smirnov (Sig.)	Skewness	Kurtosis	Distribution Status
Email Marketing	0.134	0.105	0.88	0.41	Normal
Social Media Marketing	0.058	0.066	0.54	0.26	Normal
Mobile Marketing	0.047	0.038	1.26	1.59	Non-Normal
Website Marketing	0.092	0.073	0.61	0.18	Normal
Banking Performance	0.029	0.021	1.43	2.04	Non-Normal

Given the presence of non-normally distributed variables, the study employed the Spearman’s rank-order correlation coefficient instead of Pearson’s, to ensure robust and accurate estimation of the relationships among the study variables.

4.4. Correlation Matrix

To explore the relationships between digital marketing practices and banking performance, a Spearman’s correlation matrix was computed. The matrix, shown in Table 4.12, reveals statistically significant positive associations between all independent variables (email marketing, social media marketing, mobile marketing, and website marketing) and the dependent variable (banking performance).

Table 4.12: Spearman’s Correlation Matrix

Variable	1	2	3	4	5
1. Email Marketing	1				
2. Social Media Marketing	0.412**	1			
3. Mobile Marketing	0.369**	0.405**	1		
4. Website Marketing	0.526**	0.489**	0.442**	1	
5. Banking Performance	0.493**	0.376**	0.321**	0.587**	1

****.** Correlation is significant at the 0.01 level (2-tailed).

Among the four digital marketing practices, website marketing exhibits the strongest positive correlation with banking performance ($r = 0.587$, $p < 0.01$), underscoring the strategic role of a well-developed and informative digital presence in enhancing banking outcomes. Email marketing follows as the second most impactful factor ($r = 0.493$, $p < 0.01$), while mobile and social media marketing also demonstrate statistically significant but comparatively weaker correlations. These findings suggest that integrating multiple digital marketing tools particularly focusing on enhancing website content and functionality can significantly contribute to improving customer experience and financial performance in Afghanistan's banking sector.

4.4. Overall Model Good Fit Test (Regression Analysis)

Regression analysis is a powerful statistical tool that enables researchers to understand and quantify the relationship between a dependent variable and one or more independent variables. By modeling these relationships, researchers can predict outcomes based on different input values, thereby identifying how changes in independent variables affect the dependent variable.

This technique encompasses various forms, including simple linear regression, which involves a single independent variable, and multiple regression, which involves multiple independent variables. This versatility allows for the exploration of more complex relationships.

In research, regression analysis serves several critical purposes. It supports predictive modeling, which helps forecast outcomes based on the modeled relationships. Additionally, it provides insight into the strength and nature of the connections between variables, offering a clear understanding of how different factors interact. Furthermore, regression analysis allows researchers to control for confounding variables, accounting for the effects of other variables that might influence the results.

Researchers utilize regression analysis to test hypotheses about the impact of different factors, evaluate the fit of their models' using statistics like R-squared, and identify key drivers of behavior or performance. Its broad applicability across various fields underscores its importance as a versatile and invaluable analytical method.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356[a]	.127	.106	0.3835

a. Predictors: (Constant), email marketing, social network marketing, mobile phone marketing, website marketing

The model summary provides a comprehensive evaluation of the overall strength and explanatory power of the regression model. The multiple correlation coefficient ($R = 0.356$) indicates a weak linear relationship between the set of digital marketing practices (email marketing, social network marketing, mobile phone marketing, and website marketing) and banking performance. This suggests that while an increase in digital marketing efforts is associated with better banking performance, the strength of this association is relatively limited. The coefficient of determination ($R^2 = 0.127$) further implies that approximately 12.7% of the variance in banking performance can be explained by the combined influence of the four digital marketing variables. Although this percentage is modest, it still offers meaningful insight within organizational research, where performance is often shaped by numerous interrelated internal and external factors. The relatively low R value also suggests that some key predictors may have been omitted from the model or that the existing variables may require refinement for improved explanatory power.

The Adjusted R^2 value of 0.106 refines this estimate by accounting for the number of predictors and sample size, offering a more conservative but realistic assessment of model fit. It indicates that even after controlling for model complexity, around 10.6% of the variability in banking performance is still explainable by the digital marketing practices under investigation. The Standard Error of the Estimate (0.3835) reflects the average deviation of actual performance scores from those predicted by the regression model. A lower standard error, such as this, signals acceptable predictive accuracy. Collectively, these statistics validate the model as statistically sound and substantively meaningful, affirming that digital marketing [particularly website strategies] plays a significant though partial role in shaping organizational performance within Afghanistan's banking sector.

Table 4: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.561	4	0.890	6.078	0.000[b]
	Residual	24.894	170	0.147		
	Total	28.455	174			

a. Dependent Variable: Banking performance

b. Predictors: (Constant), email marketing, social network marketing, mobile phone marketing, website marketing

The ANOVA (Analysis of Variance) table tests the overall significance of the regression model by comparing the amount of variance explained by the model to the unexplained variance (residual). The table indicates a regression sum of squares of 3.561 and a residual sum of squares of 24.894**,** culminating in a total sum of squares of 28.455**.** The F-value of 6.078 with a corresponding significance level of 0.000 confirms that the regression model provides a significantly better fit to the data than a model with no predictors. This finding is particularly relevant in the context of digital transformation in the banking sector, as it empirically supports the notion that investments in digital marketing contribute meaningfully to improving bank performance metrics. The statistical significance of the model justifies further examination of individual predictors through the coefficients table.

Table 4.14: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.133	.345		6.182	.000
	Email Marketing	.095	.072	.129	1.319	.037
	Social Network Marketing	.058	.073	.079	0.790	.045
	Mobile Phone Marketing	.049	.073	.066	0.672	.044
	Website Marketing	.162	.063	.236	2.577	.011

a. Dependent Variable: Adoption Intention

The adjusted regression coefficients reveal that all four dimensions of digital marketing [Email Marketing, Social Network Marketing, Mobile Phone Marketing, and Website Marketing] exert statistically significant and positive influences on banking performance at the 5% significance level. This outcome provides empirical support for hypotheses H1 through H4 and affirms the theoretical proposition that strategic digital engagement significantly contributes to institutional performance in the banking sector. The unstandardized coefficients (B) demonstrate the expected positive changes in banking performance associated with incremental improvements in each digital marketing domain. Although the effect sizes are modest, their statistical significance underscores the relevance of each construct in the operational landscape of Ghazanfar Bank.

From a standardized perspective, the Beta coefficients indicate the relative strength of each predictor, with Website Marketing ($\beta = 0.236$) having the most substantial standardized effect, reinforcing its primacy in digital strategy formulation. The positive t-values and significant p-values across all predictors reflect robust linear associations, which satisfy both statistical and practical criteria for model inclusion. These results lend credence to strategic frameworks emphasizing integrated marketing communications and multichannel digital strategy. In the context of Afghanistan's emerging financial sector, these findings highlight the strategic imperative for banks to invest not only in web infrastructure but also in complementary digital channels that collectively shape customer experience, competitive advantage, and organizational effectiveness.

5. DISCUSSION

This study aimed to assess the impact of four key digital marketing practices **[**Email Marketing, Social Network Marketing, Mobile Phone Marketing**,** and Website Marketing**]** on banking performance at Ghazanfar Bank. Results confirmed that all four practices have positive and statistically significant effects, though their influence varies in strength.

1. Email Marketing

Email Marketing showed a significant positive effect ($B = 0.095$, $p = 0.037$), supporting Hypothesis 1. It enhances direct communication, customer retention, and brand loyalty. In Afghanistan's developing digital landscape, email serves as a credible and consistent communication tool, especially valuable for fostering trust and long-term engagement.

2. Social Network Marketing

Social Network Marketing also demonstrated a significant but moderate effect ($B = 0.058$, $p = 0.045$), validating Hypothesis 2. Platforms like Facebook and Twitter increase brand visibility and facilitate interactive engagement, particularly among younger, urban users**.** This confirms global findings on social media's role in building customer relationships.

3. Mobile Phone Marketing

Mobile Phone Marketing was found to be significant ($B = 0.049$, $p = 0.044$), supporting Hypothesis 3. Despite its weaker influence**,** mobile tools like SMS alerts and app notifications are crucial for outreach in Afghanistan, where mobile penetration is higher than internet use**,** especially in semi-digital regions.

Kateb Journal of Economics and Management (Scientific - Research)
Vol. 3, No. 2, Autumn 2024 & Winter 2025

4. Website Marketing

Website Marketing emerged as the strongest predictor of banking performance (B = 0.162, p = 0.011), confirming Hypothesis 4. A functional, user-friendly website acts as a central hub for services, promoting access, efficiency, and transparency vital in a context with limited branch infrastructure.

Overall, the findings validate the role of integrated digital marketing in enhancing bank performance, offering strategic direction for digital transformation in Afghanistan's banking sector.

6. MANAGERIAL IMPLICATIONS

Based on the study's findings, the following recommendations are proposed to enhance Ghazanfar Bank's digital marketing effectiveness:

1. **Invest in Website Development:** Prioritize a mobile-friendly, secure, and interactive website with features like online services, chatbots, and feedback tools, as website marketing had the strongest impact.
2. **Optimize Email Campaigns:** Use customer segmentation and automation to deliver personalized, value-driven emails that improve engagement and conversion.
3. **Boost Social Media Presence:** Create engaging, interactive content and leverage analytics to better connect with younger and urban audiences.
4. **Strengthen Mobile Marketing:** Expand SMS alerts, mobile app features, and consider USSD/voice services to reach rural or low-literacy users.
5. **Adopt Multi-Channel Integration:** Align all digital platforms such as email, mobile, social media, and website through CRM and automation tools for a seamless customer experience.
6. **Promote Digital Literacy:** Launch customer awareness programs to build trust and confidence in digital banking, especially in underserved areas.
7. **Track and Improve Performance:** Set clear KPIs and regularly monitor digital marketing ROI, customer behavior, and satisfaction for continuous improvement.

Implementing these steps will enhance Ghazanfar Bank's digital capabilities and support the broader digital growth of Afghanistan's banking industry.

7. CONCLUSION

The findings of this study provide robust empirical evidence supporting the argument that digital marketing practices significantly influence banking performance at Ghazanfar Bank. Each marketing channel studied has shown a statistically significant relationship with performance outcomes, indicating that no single method operates in isolation. The study highlights the dominant role of website marketing, followed by email, social network, and mobile marketing. This hierarchical impact underscores the importance of investing in comprehensive digital infrastructure while also maintaining diverse outreach mechanisms.

These findings offer both theoretical and practical contributions. Theoretically, the study extends the literature on digital marketing's role in developing economies, affirming its relevance even in resource-constrained contexts. Practically, it offers clear guidance for banking institutions in Afghanistan to prioritize website development while strengthening email and mobile engagement strategies. Moving

Kateb Journal of Economics and Management (Scientific - Research)
Vol. 3, No. 2, Autumn 2024 & Winter 2025

forward, banks that aim to stay competitive must adopt an integrated digital approach to meet evolving customer expectations and improve performance outcomes.

Recommendation

Based on the findings of this research, the following recommendations are proposed:

1. **Focus on Website Development:** Improve Ghazanfar Bank's website by enhancing user-friendliness, mobile compatibility, security, and interactive tools like chatbots and feedback systems.
2. **Improve Email Marketing:** Use personalized, automated, and segmented email campaigns to boost engagement and conversions.
3. **Strengthen Social Media Presence:** Create interactive content and use data analytics to enhance two-way communication and audience targeting.
4. **Enhance Mobile Marketing:** Expand SMS alerts, improve mobile app features, and consider USSD/voice services for rural or low-literacy users.
5. **Adopt an Integrated Digital Strategy:** Combine all digital channels (email, mobile, website, social media) through CRM and marketing automation tools for a cohesive customer experience.
6. **Promote Digital Literacy:** Launch educational programs to build customer trust and usage of digital banking, especially in underserved areas.
7. **Measure Marketing Effectiveness:** Set KPIs and use analytics to monitor performance, ROI, and customer behavior, enabling continuous improvement.

REFERENCES

1. Ahmed, S., & Hussain, I. (2017). The role of digital marketing in banking performance in Pakistan. *Journal of Banking and Finance, 9*(2), 112–124.
2. Alalwan, A. A., Dwivedi, Y. K., & Rana, N. P. (2018). Digital banking adoption: A qualitative study. *International Journal of Bank Marketing, 36*(2), 256–276. https://doi.org/10.1108/IJBM-08-2017-0175
3. Boateng, H., & Okoe, A. F. (2015). Consumers' attitude towards social media advertising and their behavioral response. *Journal of Research in Interactive Marketing, 9*(4), 299–312. https://doi.org/10.1108/JRIM-01-2015-0012
4. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson Education Limited.
5. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation, and practice*. Pearson Education.
6. Freixas, X., & Rochet, J.-C. (2008). *Microeconomics of banking*. MIT Press.
7. Ghazanfar Bank. (2025). *About us*. Retrieved from https://www.ghazanfarbank.com
8. Haidari, A., & Popal, A. (2021). Challenges of digital transformation in Afghanistan's banking sector. *Afghan Journal of Economic Studies, 3*(1), 44–56.
9. Iqbal, M., Khan, A., & Adeel, M. (2021). Digital marketing and banking performance: Evidence from Pakistan. *International Journal of Digital Banking and Finance, 7*(3), 112–130.
10. Kotler, P., Keller, K. L., Hoon, A. C., & Wee, C. H. (2021). *Marketing management: An Asian perspective* (7th ed.). Pearson Education.
11. Noori, A., & Hamdard, M. (2022). Effectiveness of mobile app-based marketing campaigns in Afghan urban banking sector. *Journal of Financial Innovation and Development in Afghanistan, 3*(2), 41–57.
12. Putra, R., & Santoso, B. (2020). Digital marketing and its impact on banking profitability in Indonesia. *Journal of Finance and Digital Economy, 2*(3), 78–89.
13. Rahmani, S. (2022). Digital marketing adoption in Afghan commercial banks. *Kabul Business Review, 4*(2), 60–72.

14. Ryan, D. (2020). *Digital marketing: Strategic planning & integration*. Kogan Page.
15. Saeedi, H., & Ghafoori, M. (2023). Digital consumer behavior in Afghan banking: A cultural approach. *Journal of Developmental Economics of Afghanistan, 2*(1), 15–29.
16. Sharma, R., & Verma, S. (2020). Digital marketing's role in enhancing customer interaction and cross-selling in Indian banks. *South Asian Journal of Marketing, 4*(2), 89–104.
17. Sultani, F., & Farid, R. (2023). The impact of digital promotion strategies on operational performance in private Afghan banks. *Afghan Journal of Business and Management Studies, 5*(1), 55–68.
18. Tan, L., & Lim, S. (2019). The influence of digital marketing on banking performance in Southeast Asia. *Southeast Asian Business Review, 26*(5), 150–163.
19. Tiago, M. T. P. M. B., & Veríssimo, J. M. C. (2014). Digital marketing and social media: Why bother? *Business Horizons, 57*(6), 703–708. https://doi.org/10.1016/j.bushor.2014.07.002