

**AGENCY BANKING ON CUSTOMER SATISFACTION AMONG BANKING
SECTOR**

CASE STUDY: CENTENARY BANK, RUBAGA BRANCH

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BY

NANDUTU PHIONA RACHAEL

**A RESEARCH REPORT SUBMITTED TO BUSINESS FACULTY
IN PARTIAL FULFILLMENT AS A REQUIREMENT FOR AN
AWARD OF A BACHELOR'S DEGREE IN BUSINESS
ADMINISTRATION**

JUNE, 2024

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Introduction

The study aims at assessing the relationship between agency banking and customer satisfaction in banking sector. This chapter presents the background, statement of the problem, purpose, objectives, research questions, scope, and significance of the study.

1.2 Background to the Study

In today's business world, globalization and international experience has become critically important. Banking industry can no longer get away with operating loosely connected groups of businesses that happen to be located around the world, but must strategically integrate their activities to regulate cybercrime and satisfy customers (Howard, 2011). Further, Mitroff (2013) stated that Global competition in the banking sectors has forced management and executives to recognize that they must think differently about banking activities which led to initiation of automated teller machine (ATM) to wipe out the challenge of long queues to teller staff and renting of building to locate offices. As a global banking, the only way to succeed is to develop an effective global banking management system with personnel capable of designing and implementing transnational business strategies through the use of modern technology such as automated teller machines (ATMs).

Customer satisfaction is a business term which captures an idea of measuring how satisfied customers are with the efforts in the market place. It is seen as a key business performance indicator and part of the four perspectives of a balances score card (Oliver, 2010).

Customers need not to move with huge sums of money in their bags because withdraw and deposits can be done from any branch in any part of the world. Customers are becoming restless due to

the long lines at the ATM machines and yet they were introduced to solve the major problem of long queues in the banking halls for transacting customers (Tse & Wilton, 2007). Customer satisfaction is a function of the discrepancy between a consumer's prior expectations and his or her perception regarding the purchase (Churchill & Surprenant, 2007). At the point when an experience is superior to what the customers expects, there is thought to be certain disconfirmation of the desire, and an ideal client assessment is anticipated. Additionally, Ladda and Sukhothai (2007) defined service quality as the degree and direction of discrepancy between the customer's perception and expectation or the extent to which a service meets or exceeds customer expectations.

In the African banking sector, Terpstra, Kuijlen & Sijtsma (2014) argues that customer satisfaction refers to the valence state of mind evoked by the customer's experiences by virtue of engaging and utilizing banking services. According to Munari et al., (2013) the banking industry in Africa regards customer satisfaction as the one of most critical criteria for assessing the relationship the bank has with the market. As such, customer satisfaction is regarded as an important driver in banks performance strategies. Hoq & Amin (2010) defines customer satisfaction as the general evaluation based on business actions carried out by organization in relation to customer expectations that has been accumulated over a period of times as a result of the client using the organizations products or services. Narteh & Kuada, (2014) on the other hand define customer satisfaction as the utility derived from using a services based on initial expectation of the service. It is the evaluation of the extent to which value promised has been delivered, at expected standards, quality, and quantity.

The banking industry is undergoing rapid change due to advancements in

technology. One of the noticeable changes is mobile banking. Johnson Amugongo Mwange (2011) argues that the ways banks were operating has changed with the introduction of mobile banking hence technology is now considered as one of the main factors contributing to the organizations' success. Today people do not have to move physically to banking halls in order to engage in banking services as it was in the past (Owens, 2009). Mobile banking has been embraced by almost all banks, and telecommunication (telecom) companies and this has led to partnerships between banks and telecom companies in Uganda. Many benefits such as speed, convenience, and cost effectiveness have been brought about by mobile banking. However, it would be interesting to find out the effect of the different dimensions of mobile banking on commercial banks' performance in Uganda. In management, performance can be traced back towards the end of the 18th Century (Robbins & Coutler, 1996).

The Government of Uganda through its Central bank regulates the financial sector where 90% of financial services are provided by the private sector. However, decades ago, the government through cooperative societies started the process of bringing its citizens to the financial world. These have since been decentralized and are managed by different small groups in form of Savings and Credit Cooperative Organizations (SACCOs) to ease the process of borrowing money from government or financial institutions. Mobile banking is the use of mobile gadgets or internet while performing money transactions electronically. Physical money is converted into electronic money (e-money) through the banks as the mobile network operators have escrow accounts with the banks where physical cash is deposited and the bank sends it electronically in return. The mobile account is a virtual account

associated to a mobile telecom operator that can be used to keep, receive and transfer monetary value from other mobile accounts such as agents or banks. Through mobile banking, customers are able to check their account balances, request for transaction statements/mini statements, do forex inquiries, receive or transfer funds among other services (B.O.U, 2013).

Bank of Uganda projects that in the near future, mobile banking will be key to the national payment system, and this calls for tighter regulation (BOU, 2013). A Uganda central bank report indicates that the mobile banking industry is competing with mainstream financial service providers like banks. In fact, the Uganda Communications Commission, 2016 annual and industry report indicates that mobile money accounts grew by 0.4 million as at the end of 2016 from the previous year. As a result, the annual monetary value transacted through mobile money totaled to Uganda shillings 43.8 trillion in 2016, up from Uganda shillings 32.7 trillion in 2015. According to the Financial Stability Report (2016), Uganda has 25 licensed commercial banks of which 19 have embraced mobile banking through partnering with different mobile network operators. Only 38 percent of Uganda's population is banked or can access financial services while 62 percent remain unbanked (Johnson and Nino-Zarazua, 2009).

Centenary Bank is a commercial bank in Uganda. It is one of the commercial banks licensed by the Bank of Uganda, the central bank and national banking regulator. The bank was founded in 1983 as a credit trust, Centenary Rural Development Trust (CRDT), by Simeon Lutaakome, Hugh Francis Pulle, Paul Kateregga, Vincent Kirabo kya Maria, Emmanuel Mpande, and John Ogutu. In 1985, Centenary rural development bank began to provide financial services to the public. The bank became a fully licensed

commercial bank in 1993, after receiving a license from the Bank of Uganda.

1.2 Problem Statement

Commercial banks are striving hard to ensure that they grow in line with the environment they are operating in especially in the field of technology in order to effectively and optimally satisfy their customers. Centenary bank has introduced new technology like mobile banking because of the benefits banks derive from mobile banking in banking operations especially with respect to service delivery improvement; efficiency and effectiveness of their operations so that more transactions can be processed faster and most conveniently. Customers on the other hand get to enjoy the benefit of reduced cash handling and quick service delivery. However, this has not been the case for customers of Centenary bank since customers still handle too much cash, complain about ever failing network and limited access to mobile banking service outlets. Therefore this has promoted the researcher to carry out a study on the expansion of mobile banking services of customer satisfaction in commercial banks in Uganda using Centenary bank as the case study.

1.3 Objectives of the Study

1.3.1 General Objectives

To determine the impact of agency banking services on customer satisfaction in commercial banks in Uganda

1.3.2 Specific Objectives

- i) To examine factors that influences the level of customer satisfaction at Centenary bank.
- ii) To identify challenges experienced by customers of centenary bank that use agency banking.

- iii) To find out the impact of agency banking on customer satisfaction at Centenary bank

1.4 Research questions

- i. What are the factors that influence the level of customer satisfaction at Centenary bank?
- ii. What are the challenges experienced by customers of centenary bank that use agency banking?
- iii. What is the impact of agency banking on customer satisfaction at Centenary bank?

1.5 Scope of the study

1.5.1 Content scope

The study sought to assess and determine the adaptability to mobile banking for customer satisfaction, factors that influence the level of customer satisfaction at Centenary bank and challenges experienced by customers of centenary bank that use mobile banking.

1.5.2 Geographical scope

The study was conducted at Centenary Bank, Rubaga Branch which is located in Rubaga division on Rubaga Road opposite Rubaga Cathedral Church

1.5.3 Time scope

The study was carried in a period of 1 year that is being effective from May, 2023 to May 2024.

1.7 Significance of the study

To the owners and operators of Commercial Banks the study results may be used to design better strategies on improving financial performance of Commercial Banks.

The owners and leaders in Commercial Banks may also use the study results to learn lessons from past practices, which can be avoided while making future plans.

To the regulators of Commercial Banks such as the Bank of Uganda, and the parliament of Uganda, results from the study may be useful in informing future policy proposals and modes of policy implementation.

Financial bodies like URA may use results from the study to better understand the circumstances under which commercial banks operate, which may help them develop better ways of dealing with Commercial Banks during determination of revenue levies and their collection.

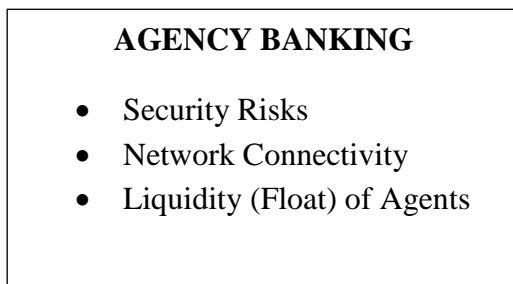
The conclusions and recommendations of the study can help the banking industry on the ways of improving services in the use of mobile banking system in commercial banks.

To researchers and academic students, the results from the study may add the pool of available literature for researchers to use while dealing with matters on the subject of financial performance in the banking sector.

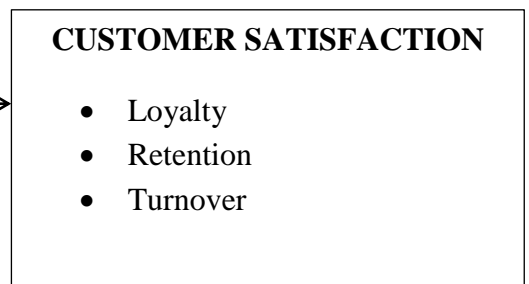
The study findings can act as a point of reference by researchers in the area of ATM use on customer satisfacti

1.8 Conceptual Framework

INDEPENDENT VARIABLE



DEPENDENT VARIABLE



Moderating variable

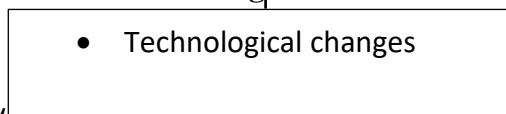


Figure 1, Showing conceptual framework

Source: Qureshi et al. (2008), Mohamed & Pearson (2007), Ndubisi & Sinti (2006) & Raman et al. (2008) modified by the researcher

DATA PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter covers the presentation and interpretation of findings as revealed from the field study

4.2 Background Information

4.2.1 Gender of Respondents

Table 4.2: Showing Gender of Respondent

Gender	Frequency	Percentage%
Male	31	59.7
Female	21	40.3
Total	52	100

Source; Primary Data, 2024

From table 4.2, findings show that 31(59.7%) of the total respondents were males and 21(40.3%) of the total respondents were females. The study was largely dominated by males because are more energetic than females.

4.2.2 Age of the Respondents

Table 4.3 Showing Age of the Respondents

AGE in years	Frequency	Percentage%
Up to 25yrs	7	13.5
26-30yrs	13	25
31-40yrs	23	44.2
41 and above yrs	9	17.3
Total	52	100

Source; Primary Data, 2024

Findings from table 4.3 shows that 7(13.5%) of the total respondents were below 25 years, 13(25%) of the total respondents were between 26 and 30 years, 23(44.2%) of the total respondents were between the age of 31 to 40 years, 9(17.3%) of the total respondents were above 41 years. This implies that most of the respondents were youths because they still have high reasoning capacity.

4.2.3 Education Background of the Respondents

Table 4.4 showing Education Background of the Respondents

Education level	Frequency	Percentage%
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Degree	30	57.7
Masters	3	5.2
Diploma	8	15.4
Secondary	8	15.4
Primary	-	-
Certificate	3	5.2
Total	52	100

Source; Primary Data

Findings from table 4.4 indicate that 30(57.7%) of the total respondents were holding a bachelor's degree, 3(5.2%) of the respondents were holding a master's degree, 8(15.4%) of the respondents were having a diploma, 8(15.4%) of the respondents were had stopped in secondary level, and lastly 3(5.2%) of the respondents were holding certificates. Most of the respondents were educated which implies that the study finding can be relied on.

4.3 Agency Banking

4.3.1 Network Connectivity

Table 5: showing Network Connectivity

	A		NS		SD		TOTAL
	Fre	%	Fre	%	Fre	%	
NETWORK CONNECTIVITY							
Agency banking ensures that customers access banking services regardless of their location	50	96.2	2	3.8	-	-	52
Agency banking transactions uses USSD codes making services very reliable	7	13.5	6	11.5	39	75	52
Agency banking is very friendly since a client can use a variety of devices to access services such as phones, internet among others	45	86.5	7	13.5	-	-	52
Agency banking provides personalized Services	47	90.3	4	7.7	1	1.9	52
Agency banking reliable connectivity in rural areas enables financial inclusion and economic development	51	97.1	1	1.9	-	-	52

Source; Primary Data, 2024

Findings from table 4.5 indicate that most of the total respondents 50(96.2%) agreed that Agency banking ensures that customers access banking services regardless of their location, however, the small number of respondents 2(3.8%) disagreed. This

implied that Agency banking ensures that customers access banking services regardless of their location.

Findings from table 4.5 indicate that most of the total respondents 39(75%) disagreed that Agency banking transactions uses USSD codes making services very reliable, 7(13.5%) of the total respondents agreed and 6(11.5%) of the total respondents were neutral/not sure. This implies that Agency banking transactions uses USSD codes making services very reliable.

From the study findings in table 4.5 it was revealed that majority of the respondents 45(86.5%) agreed that Agency banking is very friendly since a client can use a variety of devices to access services such as phones, internet among others, However, 7(13.5%) of the total respondents disagreed. This implies that Agency banking is very friendly since a client can use a variety of devices to access services such as phones, internet among others.

From the study findings in table 4.5 it was revealed that majority of the respondents 47(90.3%) agreed that Agency banking provides personalized Services, However, 4(7.7%) of the total respondents were not sure, and 1(1.9%) disagreed that Agency banking provides personalized Services. This implies that Agency banking provides personalized Services.

From the study findings in table 4.5 it was revealed that majority of the respondents 51(97.1%) agreed that Agency banking reliable connectivity in rural areas enables financial inclusion and economic development, 1(1.9%) of the total respondents were not sure whether Agency banking reliable connectivity in rural areas enables financial inclusion and economic development. This implies that Agency banking reliable connectivity in rural areas enables financial inclusion and economic development.

From the above, findings showed that the majority of the respondents averages to 40 agreed that the level of network connectivity in Centenary Bank, Rubaga Branch is high.

4.3.2 Security Risks

Table 6: showing Security Risks

	SA		NS		SD		TOTAL
SECURITY RISKS	Freq	%	Freq	%	Freq	%	
Centenary bank implements network redundancy measures to ensure uninterrupted services even in network outage	42	80.8	4	7.6	6	11.6	52
Centenary bank employs encryption and other security measures to safeguard sensitive information transmitted over network	2	3.9	4	7.6	46	88.5	52

Centenary bank agency banking system has a stronger password protection that enables safety of the customer	41	79	6	11.5	5	9.6	52
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Source; Primary Data, 2024

From the study findings in table 4.6 it was revealed that majority of the respondents 42(80.8%) agreed that Centenary bank implements network redundancy measures to ensure uninterrupted services even in network outage, 4(7.6%) of the total respondents were neutral, 6(11.6%) of the total respondents disagreed. This implies that the Centenary bank implements network redundancy measures to ensure uninterrupted services even in network outage.

From the study findings in table 4.6 it was revealed that majority of the respondents 46(88.5%) disagreed that Centenary bank employs encryption and other security measures to safeguard sensitive information transmitted over network, 2(3.9%) of the total respondents agreed, 4(7.6%) of the total respondents were not sure. This therefore implied that Centenary bank employs encryption and other security measures to safeguard sensitive information transmitted over network.

From the study findings in table 4.6 it was revealed that majority of the respondents 41(79%) agreed that Centenary bank agency banking system has a stronger password protection that enables safety of the customer, 6(11.5%) of the total respondents were not sure whether Centenary bank agency banking system has a stronger password protection that enables safety of the customer, 5(9.6%) of the total respondents disagreed. This implies that Centenary bank agency banking system has a stronger password protection that enables safety of the customer.

From the above, findings showed that the majority of the respondents averages to 30 agreed that the level of security risk in Centenary Bank Rubaga branch is strong.

4.3.2 Accessibility

Table 7: showing Accessibility

ACCESSIBILITY	SA		NS		SD		
	Freq	%	Freq	%	Freq	%	
Cente agents increases Time Saving to customers		23.1	8	15.3	32	61.5	52
Cente agent helps customers to avoid long Queues at the Banks	47	90.1	4	7.6	1	1.9	52
Cente agent increases nearness of the bank services towards customers	46	88.5	8	15.3	1	1.9	52

Cente agent helps the customers to reduce on the Cost of travelling to the banks							
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Source; Primary Data, 2024

From the study findings in table 4.7 it was revealed that majority of the respondents 32(61.5%) disagreed that Cente agents increases Time Saving to customers, 12(23.1%) of the total respondents agreed, 8(15.3%) of the total respondents were not sure whether Cente agents increases Time Saving to customers.

From the study findings in table 4.7 it was revealed that majority of the respondents 47(90.1%) agreed that Cente agent helps customers to avoid long Queues at the Banks, 4(7.6%) of the total respondents were not sure whether Cente agent helps customers to avoid long Queues at the Banks, 1(1.9%) of the total respondents disagreed that Cente agent helps customers to avoid long Queues at the Banks. This implies Cente agent helps customers to avoid long Queues at the Banks, which shows that customers are satisfied.

From the study findings in table 4.7 it was revealed that majority of the respondents 46(88.5%) agreed that Cente agent increases nearness of the bank services towards customers, 8(15.3%) of the total respondents were not sure of whether Cente agent increases nearness of the bank services towards customers, 1(1.9%) of the total respondents disagreed. This implies that Cente agent increases nearness of the bank services towards customers, which shows that customers are satisfied and Cente agent helps the customers to reduce on the Cost of travelling to the banks

From the above, findings showed that the majority of the respondents averages to 35 agreed that the level of accessibility of Cente Agent banking is high.

4.4 Customer Satisfaction

4.4.1 Customer Loyalty

Table 4.8 Showing Customer Loyalty

	SA		NS		SD		TOTAL
CUSTOMER LOYALTY	Freq	%	Freq	%	Freq	%	
Customers feeling they have obtained value from a product or service develops loyalty	45	86.5	4	7.69	3	5.8	52
Customer defections had a stronger impact on the financial performance of an organization than other factors.	51	98	1	1.9	-	-	52

Customers are more likely to be retained if there is a customer-oriented climate in which contact staff can deliver service quality efficiently and effectively.	47	90.4	4	7.6	1	1.9	52
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Source; Primary Data

From the study findings in table 4.8 it was revealed that majority of the respondents 45(86.5%) agreed that Customers’ feeling they have obtained value from a product or service develops loyalty, 4(7.69%) of the total respondents were not sure, 3(5.8%) of the total respondents disagreed that customers’ feeling they have obtained value from a product or service develops loyalty. This implies that Customers’ feeling they have obtained value from a product or service develops loyalty hence customer satisfaction.

From the study findings in table 4.8 it was revealed that majority of the respondents 51(98%) agreed that Customer defections had a stronger impact on the financial performance of an organization than other factors, 1(1.9%) of the total respondents were neutral to whether Customer defections had a stronger impact on the financial performance of an organization than other factors.

From the findings in table 4.8 it was revealed that majority of the respondents 47(90.4%) agreed that Customers are more likely to be retained if there is a customer-oriented climate in which contact staff can deliver service quality efficiently and effectively, 4(7.6%) of the total respondents were not sure, 1(1.9%) of the total respondents disagreed. This implies that Customers are more likely to be retained if there is a customer-oriented climate in which contact staff can deliver service quality efficiently and effectively.

From the above, findings showed that the majority of the respondents averages to 47 agreed that the level of Customer Loyalty in Centenary Bank Rubaga branch is high.

4.4.2 Customer Retention

Table 4.9 Showing Customer Retention

	SA		NS		SD		TOTAL
	Freq	%	Freq	%	Freq	%	
Introduction of Cente Agents has retained more customers	48	92.3	4	7.6	-	-	52
Token number usage motivates and increases love for customers to use centenary bank Rubaga branch.	52	100	-	-	-	-	52

Introduction of mobile banking increased satisfaction among customers of Centenary Bank Rubaga branch	49	94.3	3	5.7	-	-	52
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Source; Primary Data

According to 4.9 above, the findings indicate that majority of the respondents 48(92.3%) agreed that Introduction of Cente Agents has retained more customers, However, some respondents 4(7.6%) were not sure, this implies that Introduction of Cente Agents has retained more customers, this has been due to increased customer satisfaction

From the table 4.9 above, it was found out that all the respondents52(100%) agreed that Token number usage motivates and increases love for customers to use centenary bank Rubaga branch, this implies that Token number usage motivates and increases love for customers to use centenary bank Rubaga branch which increases customer satisfaction.

From the table 4.9 above, it was found out that majority of the respondents 49(94.3%) agreed that Introduction of mobile banking increased satisfaction among customers of Centenary Bank Rubaga branch. However, 3(5.7%) of the total respondents were not sure. This implied that Introduction of mobile banking increased satisfaction among customers of Centenary Bank Rubaga branch.

From the above, findings showed that the majority of the respondents averages to 49 agreed that the level of Customer retention in Centenary Bank Rubaga branch is high.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION & RECOMMENDATIONS OF FINDINGS

5.0 Introduction:

This chapter discusses the findings of the study, conclusion, and recommendations got from the research findings guided by the research objectives; it also suggests areas for further research.

5.1 Summary.

5.1.1 Network Connectivity

It was revealed that Agency banking ensures that customer's access banking services regardless of their location, Agency banking transactions uses USSD codes making services very reliable, Agency banking is very friendly since a client can use a variety of devices to access services such as phones, internet among others, further still Agency banking provides personalized Services, Agency banking reliable connectivity in rural areas enables financial inclusion and economic development, and it is agreed that the level of network connectivity in Centenary Bank, Rubaga Branch is high.

5.1.2 Security Risks

It was revealed that the Centenary bank implements network redundancy measures to ensure uninterrupted services even in network outage, Centenary bank employs encryption and other security measures to safeguard sensitive information transmitted over network, Centenary bank agency banking system has a stronger password protection that enables safety of the customer. Findings showed that the majority of the respondents averages to

30 agreed that the level of security risk in Centenary Bank Rubaga branch is strong.

5.1.3 Accessibility

Cente agents increases Time Saving to customers, Cente agent helps customers to avoid long Queues at the Banks, which shows that customers are satisfied, Cente agent increases nearness of the bank services towards customers, which shows that customers are satisfied and Cente agent helps the customers to reduce on the Cost of travelling to the banks. Findings showed that the majority of the respondents averages to 35 agreed that the level of accessibility of Cente Agent banking is high.

5.1.4 Customer Loyalty

It was revealed that Customers feeling they have obtained value from a product or service develops loyalty hence customer satisfaction, Customer defections had a stronger impact on the financial performance of an organization than other factors, Customers are more likely to be retained if there is a customer-oriented climate in which contact staff can deliver service quality efficiently and effectively. Findings showed that the majority of the respondent averages to 47 agreed that the level of Customer Loyalty in Centenary Bank Rubaga branch is high.

5.1.5 Customer Retention

It is revealed that Introduction of Cente Agents has retained more customers, this has been due to increased customer satisfaction, Token number usage motivates and increases love for customers to use centenary bank Rubaga branch which increases customer satisfaction, Introduction of mobile banking increased satisfaction among customers of Centenary Bank Rubaga branch. Findings showed that the majority of the respondents averages to 49 agreed that the level of Customer retention in Centenary Bank Rubaga branch is high.

5.2 Conclusion

From the study, the following conclusions are drawn:

From researcher's point of view based on the findings that were collected it can be concluded that agency banking is of paramount importance to the improvement of customer satisfaction in commercial banks or any other organisation, this is due to the fact that customers are more likely to be retained if there is a customer oriented climate in which contact staff can deliver service quality efficiently and effectively.

Agency banking has positively influenced customer satisfaction in the services they are accorded. Gichana (2013) mentioned that insecurity among the agents and the respondents were at a minimum percentage and his study agrees with the this study as generally there were less security concerns from the customers though this did not deter them from doing their transactions with the agents. Most of the respondents indicated that they had not had any security concerns e.g. robberies in their agency stations. Only but a few the respondents mentioned that they had had cases of insecurity with their clients being robbed.

There are very few times that the respondents experienced network interruptions. This showed that the services that the agents were offering to the customers were reliable and of quality in nature. The customers were also satisfied with these services as most of them came back for more of the transactions even after experiencing some network interruptions somet imes.

Liquidity of the agents stood out as the main challenge of the respondents while addressing the needs of the customers. Honohan (2007) mentioned that where a subscriber visits the agency to withdraw a large amount and it happens the agent may

not have enough cash to satisfy the request, in line with his study, this study concluded that lack of float of the agents prevented the customers from withdrawing their preferred amount from their accounts. Full float on the other hand deterred customers from depositing their cash with the agents.. This caused the customers to move to the nearest branch so that they would make their transactions.

5.3 Recommendations

The researcher, from the study, recommends that the customers be encouraged to do their transactions from the nearest agent available to them. As the banks moves to realign itself with the conditions in the market place, several adjustments needs to be done including the reduction of the number of employees in the banks. To do so, the banks should empower the agents the more e.g. by ensuring that the agents are made aware when their float is almost full so that they can visit the nearest bank to the deposit them.

They should also be informed when their liquidity is below a certain limit so that they can top up their float from the nearest bank branch. This would ensure that the customers will always have confidence that they will be able to transact with the nearest agent with any amount that they would want to transact with. To implement this, the bank should introduce a limit in which the customers are to transact while they are in the banking hall and below that limit the customer will be charged a fee for every transaction that they make below the limit.

To also encourage the customers to do their transactions with the agents, the charges while transacting with the agents should be reduced so as to encourage the customers to always visit the agents instead of making the long queues in the banking halls. The banks should also assess the premises of the agencies to

ensure that the customers will be served in an environment that do not expose them to theft and robberies and that security in the areas are not compromised so that the customers feel safe while transacting with the agents.

In the light with the findings and conclusions of the study, the researchers made the following recommendations: First, the management of the banking industry would update and improve product qualities and product innovation of the banks to attract customer satisfaction.

Second, the researcher recommend to the management of commercial banks to emphasize and develop service quality measurement tools, in order to satisfy their customers.

5.4 Further Studies

The researchers suggested further studies in the following area that need special emphasize. Areas of further research that were identified include:

Crucially further research should be done to determine how customer satisfaction can contribute to organizational performance and financial performance, Factors influencing banks innovation, factors influencing the relationship management, factors influencing turnaround time as well as external factors influencing customer's satisfaction in Commercial banks.

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