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FACULTY OF COMMERCE

DEPARTMENT OF BANKING AND FINANCE

**IMPACT OF GREEN BANKING STRATEGIES ON CUSTOMER
SATISFACTION: A CASE OF COMMERCIAL BANKS IN ZIMBABWE**

BY

EDWIN DEMERA

STUDENT NUMBER: R156409C

SUPERVISOR: PROFESSOR L. CHIKOKO

**THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS OF THE MASTER OF COMMERCE IN BANKING AND
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RELEASE FORM

NAME OF STUDENT: EDWIN DEMERA

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SIGNED

PERMANENT ADDRESS 18633 Unit L, Seke, Chitungwiza, Zimbabwe

DATE October 2019

APPROVAL FORM

The undersigned certify that they have read and recommend to Midlands State University for acceptance a research project titled “Impact of green banking strategies on customer satisfaction: A case of commercial banks in Zimbabwe” submitted by Edwin Demera in partial fulfilment of the requirements for the Master of Commerce Degree in Banking and Finance.

.....

SUPERVISOR

.....

DATE

.....

CHAIRPERSON

.....

DATE

DECLARATION

I, Edwin Demera, declare that this dissertation is my original work. It is being submitted in partial fulfillment of the requirements of the Master of Commerce in Banking and Finance Degree in the Faculty of Commerce at Midlands State University.

.....

SIGNATURE

.....

DATE

DEDICATION

I dedicate this work to my father, mother, brothers and sisters.

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ABSTRACT

The research investigated the impact of green banking strategies on customer satisfaction, using a case of commercial banks in Zimbabwe. The research objectives were to: assess the impact of internet banking on commercial bank customer satisfaction, determine the impact of mobile banking on commercial bank customer satisfaction, evaluate the impact of telephone banking on commercial bank customer satisfaction and determine the impact of ATM banking on commercial bank customer satisfaction. The positivism philosophy was assumed and a causal research design was adopted. The target population comprised of 130 commercial bank customers in the Harare central business district. Convenience sampling was used to draw a sample of 104 bank customers based on the Raosoft sample size calculator. Questionnaires were used to collect primary data. Secondary data was drawn from journals, articles, books and websites. 104 questionnaires were administered on an on-spot basis and the response rate was 100%. Descriptive statistics and regression analysis were used to analyse the responses of the bank customers. Solanki (2018) unveiled that internet banking had a positive impact on customer satisfaction. Gomachab and Maseke (2018) revealed that mobile banking had a positive impact on customer satisfaction. Asad et al (2016) found that telephone banking had a positive impact on customer satisfaction. Tadesse (2018) found that ATM banking enhanced customer satisfaction. The findings of the study are: internet banking has a very weak positive impact on customer satisfaction, mobile banking has a weak positive impact on customer satisfaction, telephone banking has a very weak positive impact on customer satisfaction, and ATM banking has a very weak positive impact on customer satisfaction. The study concluded that: provision of banking services on the internet-related channels positively influences customer satisfaction to a less extent, use of mobile applications and USSD short codes positively influences customer satisfaction to a low extent, availability of banking services over the phone positively influences customer satisfaction to a less extent, and use of ATMs by commercial bank customers positively influences their overall satisfaction to a less extent. The study recommends banks to: incorporate the critical factors determining customer satisfaction into their internet banking, educate their customers about internet banking, improve the quality of their mobile banking services so as to increase customer satisfaction, and ensure that there ATMs are always up and running. The suggested areas of further research are: a study of the actual factors affecting satisfaction of commercial bank customers with green banking and investigation into the impact or role of green banking strategies from a qualitative point of view.

LIST OF ABBREVIATIONS AND ACRONYMS

ATM	-	Automated Teller Machine
Mobile app	-	Mobile application
MNO	-	Mobile Network Operator
NPS	-	Net Promoter Score
RBZ	-	Reserve Bank of Zimbabwe
SPSS	-	Statistical Package for Social Sciences
USSD	-	Unstructured Supplementary Services Delivery

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

The concept of 'greening the business', which in the past dominated the food, beverages and tourism sectors, has now found its way in the banking sector as a trending phenomenon. Green banking is the promotion of environmentally friendly practices by banks that helps customers to reduce their carbon footprint through their banking operation activities (Islam, 2018). Green banking strategies include mobile banking, internet banking, telephone banking and use of self-service technologies such as automatic teller machines (ATMs). This chapter is a map for the investigation into the impact of green banking strategies on customer satisfaction in the commercial banking sector of Zimbabwe. The chapter sequentially discusses the background to the study, problem statement, purpose of the study and scope of the study. Thereafter the significance, limitations and assumptions of the study are described. The chapter closes with a chapter summary, which highlights key points and introduces the next chapter.

1.2 Background to the Study

Over the past decade there had been a growing awareness of environmental degradation and the complicated issue of climate-change. There have been continuous endeavours across the world to measure and mitigate the risk of climate change caused by human activities. Many countries, including America, India and United Kingdom, have made commitments to do so. As socially responsible corporate citizens banks consider themselves to be environment friendly and do not impact the environment greatly through their own internal operations. However, the banking sector is one of the major sources of financing industrial projects such as steel, paper, cement, chemicals, fertilizers, power and textiles which cause maximum carbon emission. Therefore banks can play an intermediary role for environmental protection by promoting environmentally sustainable and socially responsible investment. Green banking is a new concept that considers environmental and socially responsible investing.

Action to incorporate critical environmental factors into the banking system has been gathering momentum across the globe, with activities in some developed countries under way for over two decades. Momentum towards a wider sustainable banking shift is accelerating and spreading into developing countries in Africa and other continents as market and policy

factors are driving organisations to consider a range of environmental, social, and governance risks and opportunities in their operations, financing, and capital raising activities.

Green banking practices are at different stages of evolution across the African countries, reflecting variation in broader national, financial and economic circumstances. Most green investments in Africa are financed at least in part through banks. Financing models vary from short-term corporate lending to non-recourse specialized lending. In some markets, larger banks provide critical intermediary services to channel institutional capital to green assets. Zimbabwe is no exception and commercial banks in Zimbabwe have played a pivotal role. However the commercial banks have been haunted by cash shortages, irregularities in regulations and supervision, decreasing deposits due to customers losing confidence in the banking sector and increasing non-performing loans (Chikoko, 2013; Dlamini and Mbiru, 2017). These challenges sent a heat wave to the commercial bank customers as manifested by very low cash withdrawal limits, cash shortages for withdrawals, long queues at banks and few customers depositing hard cash (Mazambani, Rushwaya and Mutambara, 2018).

In a bid to satisfy and retain customers, despite the prevailing economic hardships, commercial banks such as Standard Chartered and Nedbank embarked on investing in modern technologies and adopting new banking practices so as to 'green' the banking business. Such commercial banks have clearly declared that they are going 'green' and embarked on sustainability reporting. But the key question is whether these banks have achieved the objective of satisfying their customers through implementation of the green banking strategies. This research thus aims to determine the impact of green banking strategies on commercial bank customer satisfaction in Zimbabwe. The commercial bank customers' viewpoints regarding green banking strategies and their satisfaction will be gathered.

1.3 Problem Statement

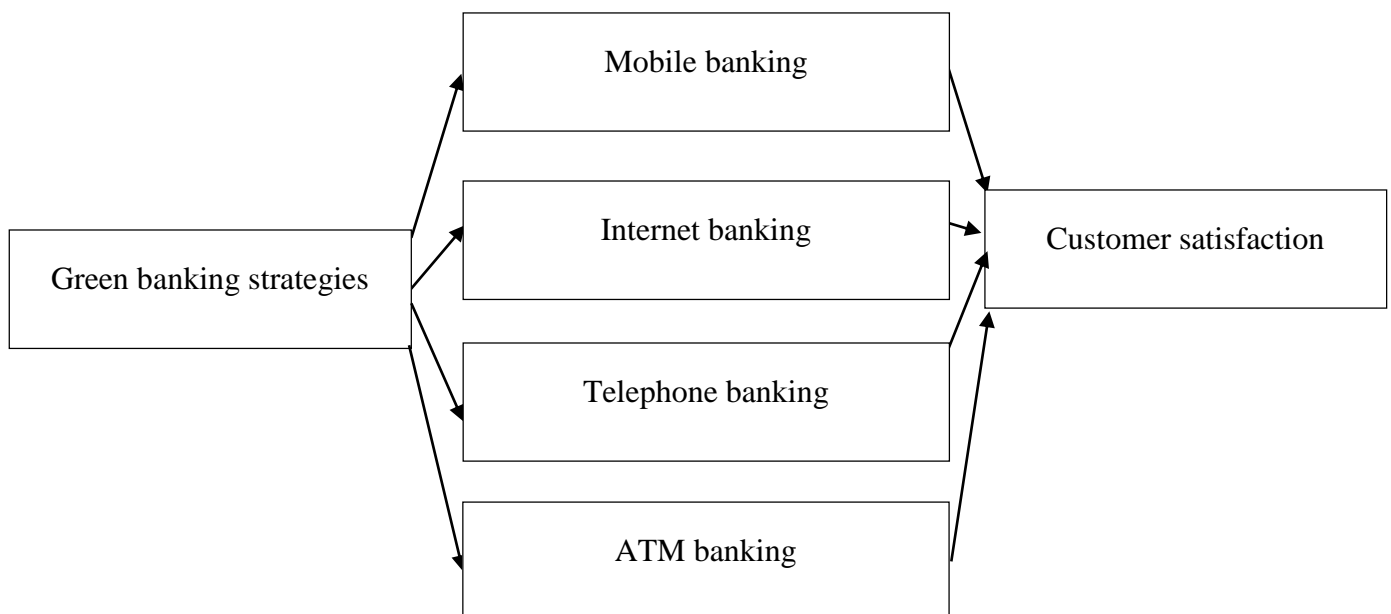
Over the past decade, the cash crunch in Zimbabwe caused a lot of pain to both individuals and companies. Following the de-dollarization of the Zimbabwean economy in June 2019, commercial bank customers have been haunted by even more serious problems. The little confidence that customers had in the banking sector appeared to be dwindling as evidenced by decreasing deposits, long queues by customers to withdraw cash from the banks and cash

shortages. Many bank customers seem to have much confidence in keeping their money at home compared to the bank, though being at a high risk of theft and robbery. However despite such challenges, the commercial banks in Zimbabwe resorted to invest more in ‘greening’ their businesses through adopting and implementing green banking strategies in a bid to satisfy and retain their customers. These strategies included mobile banking, internet banking, telephone banking and use of automatic teller machines (ATMs). The research aims to determine the impact of these strategies on customer satisfaction.

1.4 Conceptual Framework

To illuminate the impact of green banking strategies on customer satisfaction, the conceptual framework in Figure 1.1 is used. The dominant green banking strategies implemented by commercial banks are mobile banking, internet banking, telephone banking and use of automatic teller machines (ATMs). These are shown in Figure 1.1 as the independent variables and customer satisfaction is the dependent variable.

Figure 1.1: Conceptual Framework



Source: Researcher's Compilation (2019)

1.5 Research Objectives

The primary objective and secondary objectives are stated in the subsections below.

1.5.1 Primary Objective

The primary objective of the study is to determine the impact of green banking strategies on customer satisfaction in the commercial banking sector of Zimbabwe. The primary objective is dissected into the secondary objectives given below, using the conceptual framework.

1.5.2 Secondary Objectives

The secondary objectives are:

- To assess the impact of internet banking on commercial bank customer satisfaction.
- To determine the impact of mobile banking on commercial bank customer satisfaction.
- To evaluate the impact of telephone banking on commercial bank customer satisfaction.
- To determine the impact of ATM banking on commercial bank customer satisfaction.

1.6 Research Hypotheses

The research hypotheses are:

- H1: Internet banking has a positive impact on commercial bank customer satisfaction.
- H2: Mobile banking has a positive impact on commercial bank customer satisfaction.
- H3: Telephone banking has a positive impact on commercial bank customer satisfaction.
- H4: ATM banking has a positive impact on commercial bank customer satisfaction.

1.7 Scope of the Study

The study is scoped in terms of concepts, geography, research participants and time. Each of these scope is discussed in the subsections overleaf.

1.7.1 Conceptual Scope

The study investigated the impact of green banking strategies on commercial bank customer satisfaction. The focal concepts of the study were green banking strategies and customer satisfaction.

1.7.2 Geographical Scope

The study was geographically delimited to Zimbabwe, and specifically the Harare central business district (HCBD) where most commercial banks are densely populated.

1.7.3 Research Respondents Scope

The research focused on customers of commercial banks located in the Harare central business district. The commercial banks are Agricultural Development Bank of Zimbabwe, BancABC Zimbabwe, First Capital Bank Limited, CBZ Bank Limited, Ecobank Zimbabwe Limited, FBC Bank Limited, Nedbank Zimbabwe Limited, Metbank, NMB Bank Limited, Stanbic Bank Zimbabwe Limited, Standard Chartered Bank Zimbabwe Limited, Steward Bank and ZB Bank Limited (Deposit Protection Corporation, 2019; RBZ, 2019).

1.7.4 Time Scope

The research sought the opinions of commercial bank customers with respect to how the green banking strategies have impacted their satisfaction based on their banking experiences in 2019. The year 2019 was chosen since it is the most current period for which customers are expected to recall their green banking experiences and how they impacted their satisfaction.

1.8 Significance of the Study

The study is expected to be significant from the theoretical, methodological and practical perspectives. The detailed description of the significance in relation to these perspectives is given below.

1.8.1 Theoretical Significance

The study used the Unified Theory of Acceptance and Use of Technology (UTAUT). This model was used to explain user intention to use a technological system and the subsequent behavioural consequences of customer satisfaction. The model is about a decade old and has been used mainly in information systems. UTAUT had been scarcely used in green banking and customer satisfaction studies. The theory is applicable for mobile banking, internet banking, telephone banking and ATM banking. UTAUT argues that performance expectancy, effort expectancy, social influence, and facilitating conditions are direct predictors of usage intention and behaviour. The predictors became the key variables of the questionnaire used to collect data on green banking strategies and customer satisfaction.

The use of UTAUT provides a foundation for other researchers and scholars to accept and apply the theory in their studies, which may be in totally different fields.

1.8.2 Methodological Significance

The study adopted a quantitative approach in determining the impact of green banking strategies on customer satisfaction. This is different to the majority of studies on green banking and customer satisfaction, which focused on the qualitative approach. The study looked at the statistical properties of the green banking-customer satisfaction relationship as opposed to the qualitative properties.

1.8.3 Practical Significance

The study may help commercial banks in formulating or revising their green banking strategies such that customers are satisfied. Satisfied customers are likely to engage more in business with the banks leading to increased revenues, improved profitability, customer loyalty and enhanced brand recognition. The study also aims to enlighten commercial banks and their customers of the green banking strategies in place and how they are impacting the customers in terms of satisfaction or dissatisfaction. The study also aims to inform the commercial banks and their customers of the current state of green banking in Zimbabwe. This includes the challenges being faced by commercial banks and their customers due to green banking, as well as the opportunities brought about to the commercial banks and their customers as a result of green banking.

1.9 Assumptions of the Study

The underlying assumptions of the study are given below.

- Commercial bank customers have access to internet and electronic devices so that they do internet banking.
- Commercial bank customers have cell phones and other electronic devices to do mobile banking through mobile applications and or Unstructured Supplementary Service Data (USSD) codes.
- Commercial bank customers have telephones or cell phones where they do telephone banking and are contacted by commercial bank staff.
- ATMs of the commercial banks are operating efficiently and effectively.

1.10 Limitations of the Study

The limitations of the study are described below.

- Availability of very few studies on the impact of green banking strategies on customer satisfaction in Zimbabwe. Green banking is an emerging concept both in banking practice and in theory, especially for developed economies like Zimbabwe. To address this limitation, the researcher came up with a new research typology.
- Insufficient financial resources to facilitate collection of data from many customers over many days.
- Unavailability of many published books and journals in the public domain on the green banking – customer satisfaction relationship. To address this limitation the researcher used the MSU e-resources platform, for which MSU is well subscribed to many journal and article repositories, so as to have access to published books, journals, articles and reports covering the green banking – customer satisfaction relationship.
- A large population. The large population of commercial bank customers in the Harare central business district call for the researcher to spend more time in the field collecting data, use more stationery and require more funding for the research. To address this limitation, the researcher selected a sample from the population to be the research respondents.

1.11 Organization of the Study

The problems that commercial banks are facing include cash crises, loss of customer confidence in the banking sector and decreasing deposits. Bank customers are also confronted by the cash crises, as well as enduring long queues to get a few dollars. To address these challenges so that customers are satisfied commercial banks implemented green banking strategies. This study thus assessed the impact of mobile banking, internet banking, telephone banking and ATM banking on customer satisfaction. The study is delimited to commercial bank customers in the Harare central business district and the concepts of green banking strategies and customer satisfaction. The limitations of the study include availability of very few similar studies in the Zimbabwean context and unavailability of many published books and journals in the public domain on the green banking-customer satisfaction relationship.

Overall the study is organised into five chapters in the order Chapter One to Chapter Five, references list and appendices. Chapter Two reviews literature related to the impact of mobile banking, internet banking, telephone banking and ATM banking on customer satisfaction. Chapter Three describes the research methodology in terms of research design, population, data collection, sampling and data analysis. Chapter Four involves data analysis, as well as presentation and discussion of findings. Chapter Five presents a summary of the study, conclusions, recommendations and suggestions for further research. The references section lists the secondary sources used in the study. The appendices section presents the questionnaire used to collect data. The next chapter reviews literature related to the impact of green banking strategies on customer satisfaction.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses literature related to the impact of green banking strategies on customer satisfaction. The literature was drawn from sources such as journals, articles, books, reports by research firms and websites. The opinions, arguments and findings of different scholars, authors and researchers as regards to impact of green banking strategies on customer satisfaction were unveiled and discussed, critically synthesizing the literature. The chapter is organised into the concept of green banking, concept of customer satisfaction, Unified Theory of Acceptance and Use of Technology (UTAUT), impact of mobile banking on customer satisfaction, impact of internet banking on customer satisfaction, impact of telephone banking on customer satisfaction and impact of ATM banking on customer satisfaction. The chapter closes with a summary emphasizing the main points.

2.2 Concept of Green Banking

Authors such as Biswas (2011) and Islam (2018) gave converging definitions of green banking, translating to definitional symmetry. According to Biswas (2011), green banking is the effort by banks to make organisations grow green and in the process restore the natural environment. On the same note Islam (2018) defined green banking as banking business conducted in a bid to reduce carbon emission around the world. This definition coincides with that of Biswas (2011) and Islam (2018) who further added that to aid the reduction of carbon emission banks should finance green technology and pollution reducing sectors. Green finance is an integral part of green banking that makes a great contribution to the transition to resource-efficient and low carbon industries. Banks should consider environmental performance in deciding whether to invest in organisations or in advising clients to do so.

2.2.1 Benefits of Green Banking

Green banking avails several benefits to both banks and customers of the banks. These benefits are discussed overleaf.

2.2.1.1 Benefits to Banks

According to Biswas (2011), green banks can enjoy the benefit of operational efficiency and cost reductions in banking activities. Cost reductions brought about by green banking include cuts in costs associated with stationery and cuts in costs associated with hiring extra casual employees to do jobs to get rid of waste material and scraps. This had been true for the case of commercial banks in Zimbabwe which had gone paperless in their operations, though currently not on a full scale. Standard Chartered and NMB Bank pioneered such green initiatives. Operational efficiency involves a bank delivering products or services to its customers in the most cost-effective manner possible but also ensuring high quality of its products, services and customer support. The cost per transaction over a green banking channel such as the internet or ATM is lower than the cost to the bank if the transaction is performed through branch banking.

This had been the case in Zimbabwe where ATMs were introduced in 1994 by Standard Chartered Bank, and thereafter by other banks. Furthermore in the turn of the 20th century Zimbabwe saw the growth of internet banking and mobile banking (Kalimang'asi, Bundala and Mlowosa, 2014). All these developments made it possible for the banks to be cost-effective but still maintaining high quality services. Another benefit that accrue to the practice of green banking is that of a lower vulnerability of bank employees to manual errors and fraud (Abubaka, 2013). This is possible as green banking is rooted on modern technologies and minimal human intervention in operations. This then means that human errors will also be minimal. The availability of audit trails and authentication requirements in green banking technologies reduces the exposure of bank employees to fraud (Ziglink, 2018).

Green banking, for example through mobile banking and internet banking, allows a bank to enlarge its market area without building new offices. This means that through green banking the bank's ability to increase its customer base is enhanced without having to invest in astronomically priced real estate for opening more physical branches (Arumugam and Chirute, 2018). This is the case in Zimbabwe where real estate properties are very expensive. The bank is also capacitated to increase its market share and profits through internet banking. Steward Bank had maximised on mobile banking to increase its market area, as well as its market share and profitability. According to Falcone and Sica (2019), green banking also allows a bank to sell its complex products at very low costs to more existing and potential

customers who can consume them anywhere and whenever they want to. Green banking ensures savings to the bank in the salary of its staff (Ziglink, 2018).

2.2.1.1 Benefits to Bank Customers

Customers of green banks enjoy several benefits. Some green banks credit cash back into existing account holders who have shifted into green. This includes organisations that have made the decision to go green and so would be conducting their businesses as corporate citizens with a concern for the environment (Ibe-enwo, Igbudu, Garanti and Popoola, 2019). New organisations which open 'green accounts' likewise tend to benefit by having cash back credited to their accounts. Another advantage of green banking to bank customers is that of convenience (Mwatsika, 2016; Chen, Hossen, Muzafary and Begum, 2018). Green banking enables customers to do all banking transactions through internet banking, telephone banking, ATM banking and mobile banking. The convenience offered by these banking platforms is that customers can bank at any time of the day and they can do so where ever they are.

The push towards paperless banking by green banks means that banking can be done without the requirement that a customer has to physically present himself or herself to a bank teller in a brick-and-mortar bank. So basically customers save time as well as transport costs, as they do not have to visit a physical bank to do banking (Falcone and Sica, 2019). Gomachab and Maseke (2018) explained that such convenience adds utility to the customers in the form of place utility, time utility and form utility. Place utility is obtained through making a bank service more easily accessible and available to customers anywhere around the globe. Time utility is created by green banks through providing easy availability of services at the time when customers need or want them. Form utility is created by banks through the design of its services.

Another benefit of green banking to customers is that they can pay bills electronically and they can open green accounts online. Green banking also allows a green bank customer in a foreign country to easily remit funds to his or her home country (Chen, Hossen, Muzafary and Begum, 2018). In addition, green banks generate electronic bank statements which are sent to the customers. So the customers do not have to request for bank statements on a regular basis as the system of a green bank will just do it (Arumugam and Chirute, 2018).

2.2.2 Challenges Associated With Green Banking

The fact that green banks tend to screen their customers means that they will be limiting and restricting business to organisations that qualify, thus leading a decreasing client base. With few customers, the green banks automatically reap smaller profits to support them (Islam, 2018). By focusing their loans on certain organisations or industries, green banks open themselves up to being more exposed to economic shifts. Through supporting those who are taking care of the environment, green banks can be engulfed into failing to see that saving the environment does not necessarily equate to making a profit. Green banks may invest much in greening the business and other organisations at the expense of failing to meet the primary goal of making profit.

Green banking may position a bank into the position of experiencing higher operating expenses and costs as they require specialized talent, skills and expertise to deal with the kind of customers they will be servicing (Ullah, 2013). According to Ahmad, Zayed and Harun (2013), green banking exposes the banks to high reputational risk as there is a possibility that a bank may intentionally or unintentionally finance big projects which are destroying the environment. This would lead to loss of the bank's reputation. According to Chen et al. (2018) another challenge associated with green banking is that of high credit risk. Credit risks arise because of proposing to clients whose organizations are influenced by the expense of pollution, changes in environmental principles and new requirements on productions levels. Credit risk is higher due to the higher probability of customer default as a result of uncalculated costs for capital interest underway facilities, loss of market share and third party claims.

2.2.3 Barriers to Green Banking

Green banking can be hindered by a lack of appropriate bank capacities or a supportive financial culture. A bank that wants to go green should be capacitated in terms of resources (Islam, 2018). These resources include human resources, financial resources and information resources. The staff of the bank need to be trained about what green banking is all about and also be accustomed into the green banking culture. A bank which wants to go green should have financial resources to drive its green initiatives. Some banks are hindered to go green because of lack of sufficient financial resources. Green banking can also be hindered by policies and regulations in place (Chen et al., 2018). Some policies and regulations hinder a

bank's effort to go green or to finance green projects. According to Swamy (2018), policy uncertainty in a country as regards green banking also hinders banks' efforts to go green.

According to Hafner, James and Jones (2019), another hindrance of green banking is a lack of appropriate information about the environmental issues between the banks and market. If banks and other market players do not have information about the trends and dynamics of green banking then they will not have the drive or inspiration to invest in green banking initiatives. The negative effects of competitiveness in the banking sector as well as the lack of a level playing field hinder green marketing. Green banking is also hindered by lack of clear business cases for green projects, where the risk/return profiles of the projects are unbankable (Chan, Darko, Olanipekun and Effah, 2018).

2.2.4 Green Banking Strategies

According to Asad, Mohajerani and Nourseresh (2016), the dominant green banking strategies are those focusing on internet banking, mobile banking, automatic teller machines (ATMs) and touch-dial telephone banking. These strategies are discussed below.

2.2.4.1 Internet Banking Strategy

Ling, Balaji and Khong (2015) defined internet banking as the accessing of a range of financial and non-financial services by bank customers through a bank's website. On a similar note, Timothy (2012) defined internet banking as the use of the internet as a remote delivery channel for providing services such as opening deposit accounts, transferring funds among different accounts and electronic bill presentment and payment. The definition of internet banking by Timothy (2012) is wider compared to that of Ling et al. (2015), as it indicates that internet banking goes beyond a customer just banking through the bank's website. As unveiled by Daniel (2002) and Timothy (2012) internet banking could be done through a bank's proprietary software, personal computers using dial up software, online services or the world wide web. In fact Daniel (2002) described these as the types of internet banking. This study operationally adopted the definitions of internet banking by Daniel (2002) and Timothy (2012), which are wider.

The use of internet banking is evident as almost all commercial banks in Zimbabwe have websites which enable customers to transact anytime and anywhere. The internet banking strategy can be implemented in one of two ways. The first way involves a bank which is already in existence with physical offices developing a website and offering banking services to its customers through that website, in addition to its traditional delivery channels (Ling, Balaji and Khong, 2015). This study adopted the operational definition of internet banking strategy associated with this first way, since this had been the case for the 13 commercial banks in Zimbabwe.

The second way involves establishment of a virtual bank, where the computer server is housed in an office that serves as the legal address of the bank (Ling, Balaji and Khong, 2015). Virtual banks enable their customers to make deposits and withdraw funds via ATMs or other remote delivery channels owned by other organisations, for which a service fee is incurred. Internet banking had been praised for improving the operational efficiency of the banks, enabling higher control of banking operations and reducing costs by replacing paper-based and labour intensive methods with automated processes leading to higher productivity and profitability (Yoon, 2010). Commercial banks such as Standard Chartered and NMB Bank have declared for some time that they are going paperless, but surprisingly they are still processing some transactions through paper applications. This may be indicative of the fact that the banks are facing some challenges. Such cases may adversely affect how bank customers understand and interpret the benefits of internet banking.

However the benefit of internet banking in improving profitability was questioned by Malhotra and Singh (2009), indicating the possibility that this may also be the case for the commercial banks in Zimbabwe. Internet banking is now a strategic necessity for most commercial banks in Zimbabwe as it is a distribution channel to construct customer contracts in a systematic way, so as to inform customers about the bank's products and sell the bank's products.

2.2.4.2 Mobile Banking Strategy

Mobile banking involves conducting banking through the use of a mobile phone. A mobile banking transaction can be an account inquiry that does not involve a payment such as checking the balance of an account, checking credit limit, looking at the transaction history or

that involve payment transaction such as a mobile payment, a mobile purchase and a mobile money transfer (Rouse and Verhoef, 2017). A bank can implement the mobile banking strategy by developing a mobile application for its customers to use or allowing customers to transact through a certain USSD short code. The mobile application can be downloaded on Google Play Store. When the mobile application had been downloaded from Google Play Store the customer has to install it in his or her mobile phone. According to Sekyere, Abiewe, Acquah and Vormaw (2018), the mobile application requires internet connectivity to operate whereas USSD does not require mobile connectivity.

Examples of mobile applications are The Standard Chartered Mobile App and the CBZ mobile application called Mobile Moola. Examples of USSD short codes for mobile banking on the Zimbabwean commercial banks are: *200# for Standard Chartered, *240# for NMB Bank, *234# for Metropolitan Bank and *210# for Steward Bank. This study operationally define mobile banking as banking done by a customer through the mobile application and through USSD short code. According to Gomachab and Maseke (2018), mobile banking is very secure as the bank customer must enter a password to access it. The aspect of security is key when it comes to using mobile banking and so had been captured in the questionnaire under the section on mobile banking strategy. Mobile banking had also created a conducive environment for the endeavour by the Reserve Bank of Zimbabwe and other banks to have a cashless society (Vhumbunu, 2014). Mobile network operators had also joined the wagon for a cashless Zimbabwe by introducing mobile money wallets. Econet, NetOne and Telecel introduced Ecocash, OneWallet and Telecash respectively.

2.2.4.3 Telephone Banking Strategy

Telephone banking is a form of remote banking which involves the delivery of branch financial services via telecommunication devices, where bank customers perform retail banking transactions by dialling a touch-tone telephone or mobile communication unit which is connected to an automated system of the bank by utilizing automated voice response (AVR) technology (Ahmad and Buttle, 2002; Costanzo, Keasey and Short, 2012). So in simple terms telephone banking involves a bank allowing its customers to do transactions over the phone, mostly through using an automated phone answering system with phone keypad response or voice recognition capability. The digitalization of voice fostered the

introduction of this technology, which enables customers to dial a designated number and transact from the convenience of their home.

The telephone banking strategy involves a bank setting up equipment and technology for customers to do telephone banking. This study operationally define telephone banking as a banking transaction that can be performed by a person day and night using his or her mobile phone. The services offered through telephone banking include request for balance enquiries, enquiries about collections, enquiries about specific credits or debits, transfer of funds, request for account statements, opening an account, ordering for demand drafts, stop payment requests and report of the loss of a debit card , credit card or ATM card (Shambare, 2013). Physical cash is not involved in all these transactions as the customer can only do non-cash business related banking over the phone anywhere and at any time.

The telephone banking customer would be given a password for protection and security by the bank, which would be required on dialling the designated number. The customer must authenticate through a numeric or verbal password or through answering security questions asked by a live representative in the bank's call centre. Many banks have call centres to assist their customers in obtaining account information and in carrying out transactions, saving clients the inconvenience of going into the bank branches (Hudgins and Rose, 2015). The call centres manage increasing numbers of calls and banks empower them to provide information to customers. Telephone banking allows bank customers to ask questions and be answered. Telephone banking also provides a cross-selling opportunity to banks which in turn aids them in building long-term business-customer relationships (Magasi, 2016).

2.2.4.4 ATM Banking Strategy

The ATM strategy involves a bank installing Automated Teller Machines (ATMs) at different locations. An ATM is a computerized telecommunications device that offers the bank's customers a secure method of performing financial transactions in a public space, without a bank teller or human clerk. A customer uses a plastic card to perform transactions on the ATM, which has a cash vault and a record-keeping system (Mwatsika, 2016). The customer using an ATM is identified by a personal identification number (PIN) or biometric data such as the customer's fingerprints. Services accessible to bank customers through ATMs include

cash withdrawal, cash depositing, transfer of funds and bill payments. ATMs can be located in the bank, the bank branch premises or somewhere outside the bank branch premises (Worako, 2018). This is the case in Zimbabwe, where ATMs are located inside banks, bank premises and outside the banks. For example, FBC Bank has ATMs in some of its bank buildings, while some are located on its bank branch premises and some are located outside its bank premises.

Provided that enough cash had been loaded into the ATM, a customer can withdraw an exact amount of cash up to a certain limit during any time of the day or night (Mwatsika, 2016). ATMs are advantageous in that there is no human error on the part of the bank staff., they reduce the workload of the bank`s staff and reduce the occurrence of queues in bank premises (Lin, Batmunkh, Moslehpour, Lin and Lei, 2018). The occurrence of long queues in many Zimbabwean commercial bank premises is indicative of a number of symptoms. Firstly, it may be evidence of the cash shortages which had hit Zimbabwe (Chikoko, 2013; Dlamini and Mbira, 2017).

Secondly, it may be evidence that the ATMs are not operational or there are operating inefficiently. This means that the bank customers would no longer be able to enjoy the benefit of having access to cash at any time. But how do such scenarios affect satisfaction of the customer? This study sought to answer such a question, hence the presence of the research objective to determine the impact of ATM banking on commercial bank customer satisfaction. According to Munyanyi (2014), ATMs assist in reducing queues in the banking halls and allow customers to access their money anytime. However ATMs have the downside that they do not promote a cashless society as cash is still involved.

2.3 Concept of Customer Satisfaction

According to Kotler and Armstrong (2018), customer satisfaction is a customer`s feeling of pleasure or disappointment brought about by comparing a product's or service`s perceived performance or outcome against the customer`s expectations. Customer satisfaction is also defined as the number or percentage of total customers whose reported experience with an organisation, its products or its services exceed specified satisfaction goals. This study adopted the definition of customer satisfaction by Kotler and Armstrong (2018) and operationally define customer satisfaction as the measure of how a product or service given to a bank customer meets the expectations of that particular customer.

2.3.1 Approaches to Measuring Customer Satisfaction

Commercial banks should measure customer satisfaction regularly because it is a key to customer retention. A highly satisfied customer has a higher probability of staying loyal longer, buying more as the bank introduces new or upgrades products and services, talking favourably to others about the bank, paying less attention to competing brands and is less sensitive to price and costs compared to serving new customers because transactions can become routine (Kotler and Keller, 2016; Melnic, 2016). Because of this many banks, especially in developed economies, have dedicated many resources to systematically measure how well they treat customers, identifying the factors that shape their customer satisfaction, and then changing their operations and marketing as a result (Alanazi and Bach, 2016).

Approaches that are commonly used to measure customer satisfaction include the importance-performance model by Fishbein and Ajzen (1975) and the expectations-performance paradigm by Parasuraman, Zeithaml and Berry (1985). The importance-performance model proposes that the customer's satisfaction with a service or product is a composite of the perceived importance attached to the product/service attributes or benefits and the customer's beliefs about the degree to which the product/service has each attribute. When the product or service is perceived to have the attributes and performs in the way customers perceive important, it is expected that customers will be satisfied. This study applied the importance-performance model, paying heed to the attributes or factors identified by Jannat and Ahmed (2015), Ismoyo, Hadiwidjojo, Rahman and Rahayu (2017) and Gomachab and Maseke (2018). The attributes are transaction speed, security and trust, responsiveness, ease of use, cost effectiveness, convenience, accuracy of transactions and system availability.

The expectations-performance model is based on gap analysis in the conceptualising and delivering of service quality. It states that a customer is satisfied with a product or service if the product or service performance meets or exceeds the customer's expected performance of the product or service (Parasuraman et al, 1985; Hamid, Alabsy and Mukhtar, 2018). The first gap in the expectations-performance model is the difference between customers' expectations and management's perceptions of customer's expectations. The second gap is the difference between management's perceptions of customer's expectations and the service quality specifications drawn to guide the service delivery. The third gap is the difference between

service quality specifications and the actual service delivered to the customer, that is, the service quality gap. The fourth gap is the difference between the service delivery and the external communication to the customer about the service delivered.

The last gap is the difference between customer’s expectations of the service and the perceptions of the service delivered. This ultimate gap forms the perceptions of service quality in the customer and so service quality becomes a function of perceptions and expectations. Parasuraman, Zeithaml and Berry (1988) later developed a customer satisfaction measurement framework known as SERVQUAL, which is a multi-attribute and multi-dimension customer satisfaction measurement scale where customers rate a product or service on a set of general attributes on a Likert type scale (Neupane and Devkota, 2017). Parasuraman et al (1988) identified ten service quality dimensions which were later collapsed into 5 service quality dimensions of tangibles, reliability, responsiveness, assurance and empathy with 22 general service quality attributes.

In a similar fashion to the current study, Amiri and Faghani (2012) and Sabir, Ghafoor, Akhtar, Hafeez and Rehman (2014) applied the SERVQUAL model to identify the relationship between customer satisfaction and banking services. The current research adapted some elements from Sabir et al. (2014) as regarding to measuring customer satisfaction. The 5 service quality dimensions and their respective elements are shown in Table 2.1 below.

Table 2.1: SERVQUAL Dimensions and Their Elements

Dimension	Elements
Tangibility	Bank premises, technology up to date, bank staff dressing, marketing material and visually clear bank statement.
Reliability	Service provided as promised, problem handling, timely services, operating hours and delivery of up-to-date records.
Responsiveness	Promptness, willingness to help customers and timely bank statements.
Assurance	Security, eagerness and knowledge of employees.
Empathy/ Customer loyalty	Courtesy, trustworthiness, clarity of information, security of transactions, timely services, availability of modern facilities, offering the right service the first time, excellent service quality, reasonable prices and value for money.

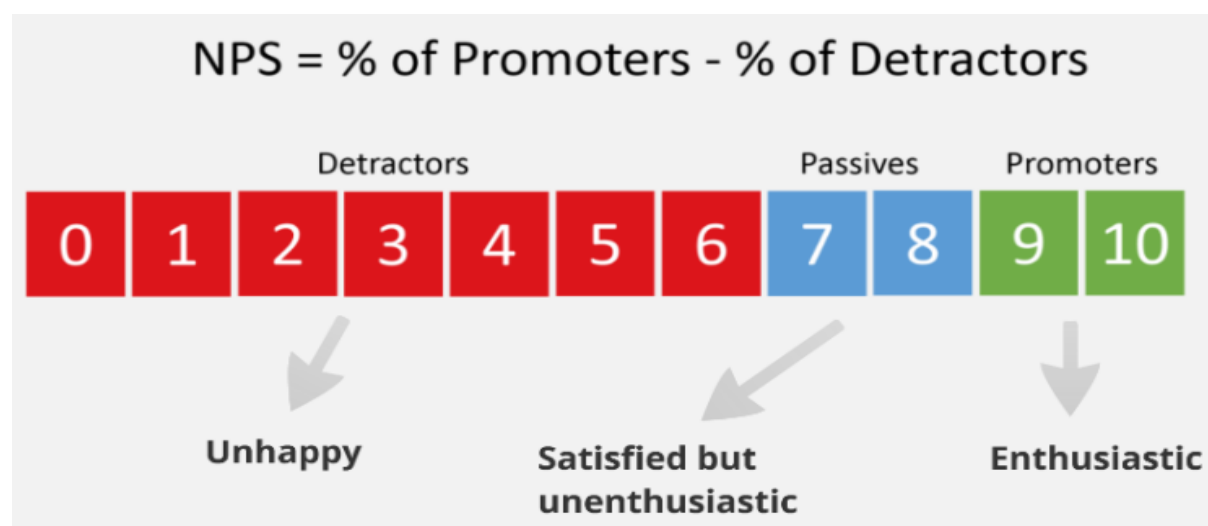
Source: Sabir (2014)

The first 10 service quality dimensions or elements of SERVQUAL were access, communication, competence, kindness, credibility, reliability, responsiveness, security,

tangible elements and understanding or knowledge of the customer. SERVQUAL is widely used in service quality and customer satisfaction studies across industries (Matthew and Jagannathan, 2015). The current research will adapt the SERVQUAL model attributes and format, however with a focus on only 8 attributes contextualised to the banking services as indicated by Jannat and Ahmed (2015), Ismoyo et al. (2017) and Gomachab and Maseke (2018). These are transaction speed, security and trust, responsiveness, ease of use, cost effectiveness, convenience, accuracy of transactions and system availability. The data collection instrument is designed based on these attributes in the context of internet banking, mobile banking, telephone banking and ATM banking.

Another approach to measuring customer satisfaction is carrying out a Net Promoter survey, which involves calculating the Net Promoter Score (NPS). NPS is an index that describes bank customer’s intention to recommend the bank or its products and services to friends or colleagues (Kotler and Keller, 2016; Melnic, 2016). Under the Net Promoter survey bank customers are given a 1-to-10 scale on which to rate their likelihood of recommending the bank. The scale is shown in Figure 2.1 below.

Figure 2.1: NPS Scale



Source: Melnic (2016)

Detractors are bank customers who gave a score between 0 and 6, passives are those bank customers who gave a score of 7 or 8 and promoters are the bank customers who gave a score of 9 or 10. In calculating the NPS, the marketers of the bank subtract detractors from promoters to arrive at the Net Promoter Score (NPS). Passives are deemed passively satisfied and are not included. According to Kotler and Keller (2016), promoters are loyal and

enthusiastic customers who recommend the bank's brand, passives are satisfied consumers that lack enthusiasm for the brand and are vulnerable to competition and detractors are dissatisfied customers who can damage the bank's brand and affect business growth through negative publicity. According to Kotler and Armstrong (2018), appropriate marketing strategies should be put in place by banks to counter the actions and destructive effects of detractors.

2.3.2 Factors Affecting Customer Satisfaction in Internet Banking

Asad et al. (2015) indicated that understanding the factors affecting customer satisfaction in internet banking was crucial as it was core in improving internet banking quality services. The critical factors, as found by Asad et al. (2015), are availability of efficient and reliable service, fulfilment, security, aesthetic, responsiveness and contact, ease of use and website navigability. These factors have value to this study as they are the factors to be included as the aspects to quantify the internet banking strategy, as well as the other green banking strategies. However Yoon (2010) found that only speed, design, information content, security, and customer support service have a significant effect on internet bank customer satisfaction. In contrast to Asad et al. (2015), Yoon (2010) found that ease of use did not have a significant effect on internet bank customer satisfaction. Santouridis and Kyritsi (2013) found that the key factors affecting customer satisfaction in internet banking were customer conception about usefulness, credibility and easiness of use of internet banking.

In trying to explain the differences among different authors as regards to the factors affecting customer satisfaction in internet banking, Takieddine and Sun (2015) found that national culture was an important moderator creating differences in internet banking diffusion, as well as internet access in different country groups. According to Asad et al. (2015), navigability of the bank's website has an effect on customer satisfaction. The aspects which fall under website navigability include easiness of navigation, speed of navigation, availability of an efficient search engine and availability of sufficient number of working links on each webpage. This issue of website navigability calls for banks to develop websites that offer functionality and ease of use as poor design may stop users to revisit the site.

Another factor which affect customer satisfaction with respect to internet banking is the organisation's website aesthetic (Asad et al., 2015). Website aesthetic describes the

attractiveness of the website and the appearance of the website. Features to play around in changing aesthetic include colour, size, printing and animations. Ease of use covers aspects such as a customer easily finding what he or she wants on the website, easily transacting on the website and use of graphics to add meaning to the bank's website (Deepa, 2014; Aslam, Tariq and Arif, 2019). Responsiveness covers aspects such as getting prompt response from bank staff, having online transaction problems resolved quickly, having access to many communication channels on the bank's website, availability of a forum for customer feedbacks and opinions, and a well-functioning system for frequently asked questions (FAQs).

Security covers request for customer authentication through passwords so as to transact and the safety associated with transacting on the bank's website (Nyamtiga, Sam and Laizer, 2013). Fulfilment covers the aspects of internet banking pages being easy to follow, accurate transactions on the bank's website, and the internet banking part of the bank's website launching and running right away. Efficient and reliable services with respect to the website address aspects of efficiency, availability and interactivity.

2.3.3 Factors Affecting Customer Satisfaction in Mobile Banking

According to Gomachab and Maseke (2018), customer satisfaction about a mobile banking service is obtained by meeting the expectations that the bank customers have about the mobile banking service. If the expectations of reliability, ease of use, safety, responsiveness and availability are met by the mobile banking service then customer satisfaction will be high, else if not customers will be dissatisfied and disengage themselves from the mobile banking service. Reliability is the degree to which accurate, dependable and timely services are offered to the bank customers. Responsiveness is the ability to respond effectively and willingness of banks to assist their customers and meet their needs and wants. Safety and security refers to the issues of confidence and trust that bank customers have and the feeling of safety in case of perceived problems (Ismoyo, Hadiwidjojo, Rahman and Rahayu, 2017).

The expectations of customers about mobile banking are important as they form the basis of assessing the impact of mobile banking on customer satisfaction, which is one of the objectives of this study. Some of the hindrances to customer satisfaction when it comes to mobile banking services include frequent lack of responsiveness of mobile banking

applications and mobile network system downtime hindering bank customers to access banking services through USSD (Hossain and Hossain, 2015). According to Jannat and Ahmed (2015), the factors that influence customer satisfaction in mobile banking are transaction speed, security and trust, responsiveness, ease of use, cost effectiveness, convenience, accuracy of transactions, advertising and system availability. These factors are crucial to this study as they were used in the questionnaires as indicators of customer satisfaction. Jannat and Ahmed (2015) further clarified that these factors of customer satisfaction were not only applicable to the mobile banking service only, but also to other banking services. So the current study also used the same indicators for internet banking, telephone banking and ATM banking.

2.3.4 Factors Affecting Customer Satisfaction in Telephone Banking

The factors or determinants of customer satisfaction in telephone banking include perceived value, customer's brand perception, easiness of use, cost effectiveness, ability of handling problem, security and assurance, responsiveness, relative advantage relative to other banking channels, risk perception and lifestyle of the bank customer (Jannat and Ahmed, 2015). According to Shambare (2013), self-efficacy, ease of use and relative advantage are important factors influencing customer satisfaction in telephone banking.

2.3.5 Factors Affecting Customer Satisfaction in ATM Banking

Customer satisfaction with ATM banking is a response to the use experience of ATM banking which occurs at a particular time and is based on customer's accumulated experience of ATM banking services from his or her bank (Mwatsika, 2016). Customer satisfaction is noteworthy because it is an antecedent of customer retention, increase in market share and improved corporate image. So the deployment of ATMs is expected to contribute towards the concept of customer satisfaction with banks. According to Jannat and Ahmed (2015) customer satisfaction in ATM banking is influenced by transaction speed, security and trust, responsiveness, ease of use, cost effectiveness, convenience, accuracy of transactions, advertising and system availability.

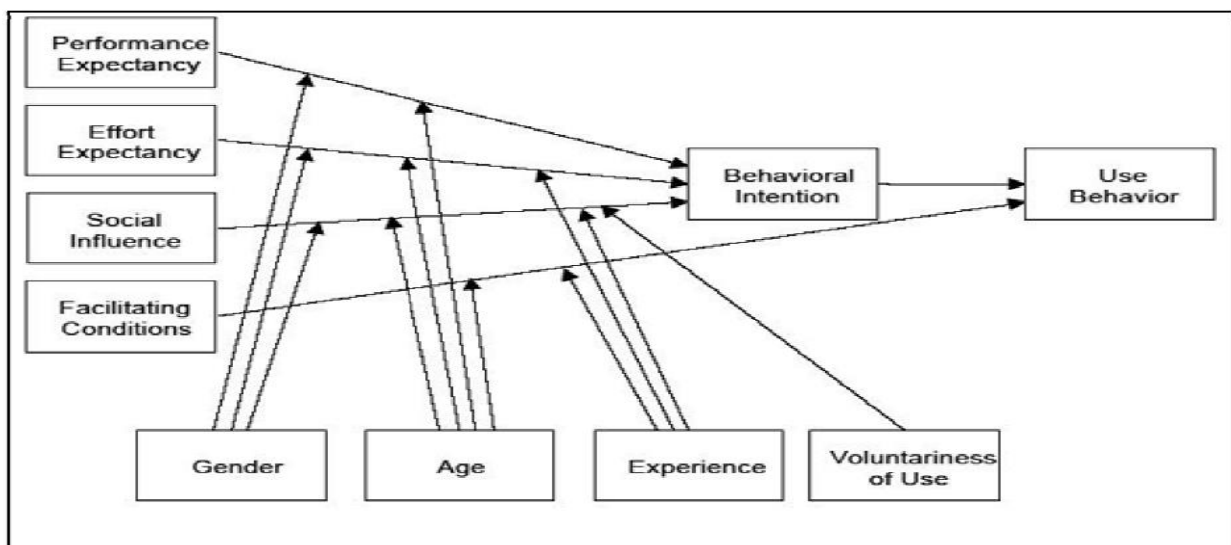
However, Mwatsika (2016) did a thorough study which ascertained how ATM-related factors influenced customer satisfaction. Mwatsika (2016) found that convenient location of ATMs, number of ATMs per station, readable slips, corporate branding appearance on ATMs, issuing of clean notes, cleanliness of ATMs and ATM stations, range of services at ATMs,

accuracy of ATM transactions, speed of ATMs, ATMs not out of order, ATM system usability, ease of access to ATMs, cash availability in ATMs, quick replacement of lost ATM cards, waiting times at ATMs, fast return of swallowed ATM cards, employee speed in dealing with ATM problems, employee effectiveness in solving ATM problems, privacy at ATMs, ATM usage and security advice, security at ATM stations, employee friendliness, ATM fees, ease of ATM card application process and employee accessibility to solve ATM issues were perfect predictors of customer satisfaction.

2.4 Unified Theory of Acceptance and Use of Technology (UTAUT)

Many theoretical models have been developed from theories in psychology and sociology to explain technology acceptance and use. The review and synthesis of 8 theoretical models of technology use by Venkatesh, Morris, Davis and Davis (2003) resulted in the UTAUT (Alalwan, Dwivedi, Rana, Lal and Williams, 2015; Harst, Lantzsch and Scheibe, 2019). The 8 theoretical models are Motivational Model, Theory of Planned Behaviour, Technology Acceptance Model, Theory of Reasoned Action, Model of PC Utilization, Innovation Diffusion Theory, Combined TAM-TPB and the Social Cognitive Theory. The UTAUT model is one of the most recent and extensively used models in explaining technology acceptance and usage (Abbas, Hassan, Asif, Ahmed, Hassan and Haider, 2018). The current study adopted UTAUT in the context of technology use, with a focus on internet banking, mobile banking, telephone banking and ATM banking. The UTAUT model is shown in Figure 2.2 below.

Figure 2.2: UTAUT Model



Source: Venkatesh et al. (2003)

Behavioural intention is the likelihood that an individual will execute a particular behaviour whereas performance expectancy is the degree to which an individual believes on the use of a technology in helping him or her to gain attainments in job performance or meeting objectives. Effort expectancy is the degree of ease pertaining to the use of the technology. Social influence is the degree to which an individual perceives people who are important to them believe that the individual should use the technology (Venkatesh et al., 2003; Dwivedi, Rana, Jeyaraj, Clement and Williams, 2017).

2.5 Impact of Internet Banking on Customer Satisfaction

A study by Hamid, Alabsy and Mukhtar (2018) in Sudan unveiled that internet banking had a positive impact on customer satisfaction and recommended that banks should spread awareness of internet banking to customers and develop suitable infrastructure for internet banking. A similar study by Hammoud, Bizri and Baba (2018) in Lebanon revealed that internet banking had a positive impact on customer satisfaction. Hammoud et al (2018) emphasized that internet banking has become one of the important banking services that can increase customer satisfaction and give a bank competitive advantage if properly implemented.

Solanki (2018) also found that internet banking has a significant positive impact on customer satisfaction. Internet banking saves the bank customer's time and money. Time is saved in the sense that the bank customers do not have to stand in long queues at the bank to have some transactions manually processed. Money is saved in the sense that bank charges are usually very low or even free of charge if the customer is subscribed to one of the bank's packages. George (2018) further explained that the internet banking service quality dimensions such as ease of use and usefulness have a direct effect on customer satisfaction. On a similar page Sunith (2019) found that bank customers were satisfied with the accuracy and relevance of information provided by the internet banking platform but found that the bank customers were not satisfied with the service charges for internet banking services. This may be the case in Zimbabwe where service charges are high and might adversely affect the satisfaction of bank customers with internet banking.

Web design and content, convenience and speed are the top 3 factors which influence customer satisfaction towards internet banking (Ling, Fern, Boon and Huat, 2016). Internet

banking can be used to attract more customers to perform banking transactions in related banks but the main problem of internet banking faced by commercial banks is that many of the bank customers are not willing to use the internet banking services. Customer satisfaction is a vital factor to assist banks to sustain competitive advantages.

2.6 Impact of Mobile Banking on Customer Satisfaction

Several studies have been done in different countries and sectors to investigate the impact ‘greening’ a business on customer satisfaction. Many of these studies have been done in developed countries and had focused more on the energy, tourism and food sectors. A study by Gomachab and Maseke (2018) in Namibia revealed that mobile banking had a positive impact on customer satisfaction. Satisfaction of the customers was attributable to mobile banking being cost effective, reliable, convenience and being available on different mobile networks. A similar study in Sri Lanka by Kahandawa and Wijayanayake (2014) found that mobile banking had a positive influence on customer satisfaction. The key features of mobile banking which had an influence on customer satisfaction included ease of use, usefulness to the bank customers, relative advantage, perception of risk and the current needs of the customers. A study by Ngwenya and Manjera (2014) in Zimbabwe, using a case study of Standard Chartered Bank, revealed that there is a strong positive relationship between mobile banking and customer satisfaction.

Ngilangwa and Venkatakrishnan (2014) argued that mobile banking is an innovation which leads to significant satisfaction of bank customers and Fozia (2018) expanded on this argument by revealing that security, privacy in public banks, accessibility and ease of use variables of mobile banking have a significant impact on overall customer satisfaction. However on a different note Kalimang’asi (2014) revealed that mobile banking has no significant contribution to customers’ satisfaction. Similarly Fozia (2018) found that mobile banking accuracy, security and privacy do not have a significant effect on overall customer satisfaction. The different disclosures regarding the effectiveness of mobile banking on customer satisfaction sparked a lot of debate among scholars and researchers. This has also motivated the researcher to investigate the impact of mobile banking on customer satisfaction in the Zimbabwean context.

Nicholaus and Venkatakrishnan (2013) discovered that unavailability of network and poor network coverage are key problems that mobile banking faces. Irrespective of the fact that the banks themselves are not accountable for the unavailability or poor network coverage, bank customers tend to be dissatisfied with the bank. Mobile network operators and other players in the telecommunications sector are responsible. The case of unavailability and poor network coverage have been a thorn in the flesh for the bank customers and the commercial banks themselves. This could have led to bank customers being dissatisfied with mobile banking.

The security risks associated with mobile banking such as poor privacy in data protection are a major challenge to mobile banking, which adversely affect customer satisfaction. This may lead to commercial banks losing their customers. Moreover the authentication and encryption features held by the mobile banking system for the customers are key considerations by customers towards reliability on mobile banking (Masamila, 2014).

2.7 Impact of Telephone Banking on Customer Satisfaction

The telephone banking channel, which is delivered through the call centres of the banks, is an integral part of the distribution mix of the commercial banks. To get the greatest competitive advantage from telephone banking, the strategic orientation, structural and behavioural aspects of the bank's call centre must be aligned with its operational-service and sales-performance objectives. Asad, Mohajerani and Nourseresh (2016) found that telephone banking had a positive impact on customer satisfaction in Iran. On the same note Ahmad and Buttle (2002) in Texas, United States of America found that telephone banking played a key role in satisfying and retaining banking customers at Frontier Bank. Steward Bank, one of the most innovative banks in Zimbabwe, had invested much in telephone banking so as to offer convenience to its customers and also to satisfy them. According to Steward Bank (2019), telephone banking from Steward Bank makes it possible for its customers to do their banking over the telephone with the assistance of a telephone banking agents.

Telephone banking offers convenience to bank customers as they have access to banking services 24 hours a day, 7 days a week and 365 days a year. In addition to convenience, telephone banking services are private and easy (Costanzo, Keasey and Short, 2012). This, in line with Jannat and Ahmed (2015), address the ease of use and security factors which

influence customer satisfaction. The security in telephone banking is ensured as customers are screened thoroughly before any transaction may be performed on their accounts through security checks that are to be done to verify if the bank customer making a call is the account holder or not.

According to Dehghan, Ghafoorifard, Shamsi and Heydari (2015), telephone banking has a positive influence on customer satisfaction but there is no significant relationship between telephone banking and bank profitability. Banks in developing countries increasingly rely on innovative technologies such as telephone banking and mobile banking to penetrate existing markets and to create new markets. This was capacitated by the banks being able to satisfy customers through these innovative technologies.

2.8 Impact of ATM Banking on Customer Satisfaction

Tadesse (2018) found that ATM banking enhanced customer satisfaction in Ethiopia through 25 attributes, which provided an ideal model for predicting customers' satisfaction. A study in Malawi by Mwatsika (2016) revealed that ATM banking had 40% predictive capability of customer satisfaction with a bank and that ATM banking had no capability to attract customers to switch banks. Few researches have been done in Zimbabwe as regards to the impact of ATM banking on customer satisfaction, hence the study investigated the impact of ATM banking on customer satisfaction using a case of commercial banks in Zimbabwe. According to Sharon and Claude (2017), bank customers are satisfied with the withdrawal of cash easily from ATMs and are dissatisfied with network being out of order at ATMs. On the same note, customers are dissatisfied with the availability of few ATMs. Few ATMs imply that bank customers have to travel some distance, thus spending some time moving to access the ATMs.

Singh (2011) found that ATM services have a positive impact on customer satisfaction and if proper functioning is ensured by the banks then there will be significantly higher customer satisfaction. The pleasant experience of ATMs provides enhanced value to the customers and attracts them to do improved business with their banks. According to Aslam et al. (2019), ATM services enhance operations and customer satisfaction in terms of flexibility of time, adding value in terms of speedy handling of voluminous transactions which traditional services were unable to handle efficiently. It is worth noting that today's bank customers are

interested in easy, reliable and faster services. In a similar vein to many past researches Aslam et al. (2019) found that fulfilment, reliability, ease of use, security and privacy are the major dimensions of ATM service quality that lead to customer satisfaction.

In the same tune to Aslam et al. (2019), Belay and Kindie (2017) found that ease of use, reliability and convenience are correlated and significantly influenced customer satisfaction in using ATMs. However Aslam et al. (2019) also indicated that convenience and responsiveness are positively insignificantly correlated with customer satisfaction. This is in line with the declaration by Belay and Kindie (2017) that responsiveness, security and privacy are insignificantly correlated with overall customer satisfaction.

2.9 Chapter Summary

This chapter critically synthesized literature from different sources by different authors and researchers. Green banking presents benefits of operational efficiency, cost reductions, increased profitability and increasing market share to banks. Green banking offers bank customers the benefits of convenience, transacting anytime and transacting anywhere. The challenges of green banking include limiting many organisations to green financing and so losing out interests, increased vulnerability to economic shifts and increased operating expenses and costs. Barriers to green banking include lack of appropriate bank capacities and green policy uncertainty. The factors affecting customer satisfaction in green banking include transaction speed, security and trust, responsiveness, ease of use, cost effectiveness, convenience, accuracy of transactions, advertising and system availability. Most literature indicate that green banking strategies have a positive impact on customer satisfaction. The next chapter covers the methodology for the research.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is an exposition of the methodology to assess the impact of green banking strategies on customer satisfaction. It describes the research philosophy, strategy and design prior to describing the target population, sampling procedure, sample size and sources of data. Thereafter the chapter ventures into research instruments, data collection procedure, validity and reliability. In addition the chapter also describes ethical issues, data analysis and presentation of findings. The chapter closes with a summary of the main points and an introduction of the next chapter.

3.2 Research Philosophy

The research assumed positivism which caters for study problems involving identifying and assessing the causes that influence an outcome or outcomes. This was very applicable to the current study to assess the impact of green banking strategies on customer satisfaction. In that context the banking strategies are the ‘causes’ and customer satisfaction is the ‘outcome’. Positivism is also justifiable for the current study since it is reductionistic, meaning that it reduces ideas into a small set to test, such as variables that comprise hypotheses. In the context of the current study many responses from respondents about green banking variables and customer satisfaction were summarised into a small set for which the impact of the banking variables on customer satisfaction were tested. The green banking variables are internet banking, mobile banking, telephone banking and ATM banking.

3.3 Research Strategy

The researcher adopted the survey strategy, which is one of the finest and economical strategy. According to Creswell and Clarke (2017) a survey aims to provide numeric description of attitudes, opinions or trends of a population by studying its sample and includes use of questionnaires or structured interviews. Such is the case for the current study which collected data from sample respondents about their opinions regarding the impact of green banking strategies on customer satisfaction.

3.4 Research Design

The research adopted the causal research design, which involves investigating cause-and-effect relationships. The causal research design was justifiable as the research assessed the impact of green banking strategies on customer satisfaction, which in essence involved looking at the cause-and-effect relationship of green banking strategies and customer satisfaction. The causal research design was also justifiable for the current study which used a large sample and collected numeric data based on a 5-point Likert scale using a structured questionnaire, with the aim to discover the views and opinions of commercial bank customers about the impact of green banking strategies on their satisfaction. In addition the causal research design was justifiable as it can be used to prove or disprove hypotheses on relationships of variables. This is the case of the current study where there are hypotheses relating to the impact of internet banking, mobile banking, telephone banking and ATM banking on customer satisfaction.

3.5 Target Population

The target population for the study were 130 customers of the 13 commercial banks in Zimbabwe, with each bank attached to 10 customers. Commercial bank customers were so chosen as they are the ones that had experienced the green banking services and were the ones who were in the best position to tell the researcher whether they were satisfied with the green banking strategies or not. The researcher decided to target 130 customers as these would have been easily accessible to the researcher and also considered the size to be large enough to generate responses that can be justifiably treated using statistical analysis, specifically regression and correlation analysis.

3.6 Sampling Procedure

The researcher adopted the non-probability sampling method, which involves selection of sample elements based on subjective judgment of the researcher rather than random selection. The techniques which fall under non-probability sampling method are convenience sampling, snowball sampling, purposive sampling and quota sampling (Creswell and Creswell, 2018). The researcher used the convenience sampling technique, which involves selecting sample elements on the basis that they are easily accessible or readily available.

Convenience sampling was justifiable for several reasons. Firstly, the researcher did not have a list or database of the bank customers. This was so because banks do not disclose the list of their customers to individuals, except for those organisations for whom they are in business with in providing a business solution for which the database would be a prerequisite, and consider their customers' information to be highly private and confidential. If the database was available the researcher could have used probability sampling, for which a sampling frame would have been drawn from the database. Secondly, convenience sampling enabled the researcher to reach many bank customers in a very short time period as it is easy to undertake and any bank customer who comes in the way of the researcher automatically became a potential sample element. Thirdly, convenience sampling was easy and cheap to undertake and did not require the researcher to be a rocket scientist to select the sample elements.

3.7 Sample Size

The researcher determined the recommended sample size using the Raosoft Sample Size Calculator shown in Figure 3.1 overleaf. Figure 3.1 shows that for a population with 150 elements the recommended sample size is 98 elements. This is the minimum recommended sample size but the researcher determined to use a sample of 104 customers, such that 8 customers are drawn from each of the 13 commercial banks. So the researcher used a sample comprising of 104 bank customers.

Figure 3.1: Raosoft Sample Size Calculator

The image shows the Raosoft Sample Size Calculator interface. It features a blue header with the Raosoft logo and name. Below the header, there are four input fields with corresponding labels and instructions. The first field is for the margin of error, set to 5%. The second is for the confidence level, set to 95%. The third is for the population size, set to 130. The fourth is for the response distribution, set to 50%. At the bottom, a blue bar displays the recommended sample size as 98.

Question	Answer
What margin of error can you accept? 5% is a common choice	5 %
What confidence level do you need? Typical choices are 90%, 95%, or 99%	95 %
What is the population size? If you don't know, use 20000	130
What is the response distribution? Leave this as 50%	50 %
Your recommended sample size is	98

Source: Raosoft (2019)

3.8 Data Collection Methods and Instruments

The research used primary data sources as well as secondary data sources. These are described below.

3.8.1 Secondary Data Sources

Secondary data sources are existing archives of data that were collected for the purpose of prior studies, which were used to pursue a certain research that is separate from the current study (Creswell and Clark, 2017). The secondary sources used were published books, journals, articles, reports published by commercial banks and websites with information about green banking and customer satisfaction. Secondary data sources were used as sources of literature, identifying research gaps and coming up with areas of further study.

3.8.2 Primary Data Sources

Primary data sources are those instruments or data collection tools used to capture data to meet the specific requirements of a study at hand (Creswell and Clark, 2017). The primary data sources for this study were structured questionnaires administered to the customers of commercial banks in Zimbabwe. The responses of the respondents on the questionnaires were collected and analysed using descriptive and inferential statistics to test the research hypotheses.

3.8.3 Data Collection Procedure

Data to address the research objectives was collected using structured questionnaires distributed to 104 sample customers of the commercial banks. The questionnaires were administered on an on-spot basis from the 11th of October 2019 to the 12th of October 2019, with the assistance of the researcher's 3 workmates acting as research assistants. The questionnaires were administered in the morning and lunch time where there were many bank customers in the queues. The availability of long queues at banks in the Harare central business district presented an opportunity for the researcher to easily administer the questionnaires. On meeting a respondent the researcher explained the aim of the research and sought the consent of the respondent to complete the questionnaire. Once consent was approved the researcher handed over the questionnaire to the respondent and informed him or her that the questionnaire was to be collected once the respondent was done. The researcher told the respondents not to write their names or identifications on their questionnaires. The researcher kept watch of the respondent as they completed the questionnaires.

3.8.4 Research Instruments

A questionnaire was used as the research instrument for the study. The questionnaire was structured, meaning that it contained closed-ended questions only. The questionnaire is shown in Appendix A. The questions are headed by an introductory letter to the respondents. The questionnaire has 6 sections, namely, Section A to Section F and a total of 40 questions. Section A captures the personal information of respondents and contains 4 closed-ended questions. Section B captures data on internet banking through 8 closed-ended questions on a 5-point Likert scale. Section C captures data on mobile banking through 8 closed-ended questions on a 5-point Likert scale. Section D captures data on telephone banking through 8 closed-ended questions on a 5-point Likert scale. Section E captures data on ATM banking

through 8 closed-ended questions on a 5-point Likert scale. Section F captures data on customer satisfaction through 4 closed-ended questions on a 5-point Likert scale.

Questionnaires were used to collect data in the study for several reasons. Firstly, they are cheap to develop and administer to a large sample. They are relatively cheap compared to using interviews. Secondly, questionnaires save time as they can be administered to many respondents at the same time. For the current study this meant that the data collection period was two days, with the mediating factor that the banks were located on a small geographical area, the Harare central business district. Thirdly, structured questionnaires are easy to complete as respondents just have to tick the responses of their choice. This is especially justifiable given that the respondents were chosen using convenience sampling and so hypothetically did not have a lot of time to spare answering hard or open-ended questions. Fourthly, questionnaires offer the researcher the options to administer the questionnaires on a drop-and-pick basis or on-spot basis. However the researcher propelled the on-spot basis, for which the respondents completed the questionnaires while the researcher was in the vicinity. Once a respondent was done, the respondent collected the completed questionnaire.

3.9 Validity and Reliability

The researcher implemented several measures so that the questionnaires used to collect data were reliable and valid.

3.9.1 Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to measure (Creswell and Creswell, 2018). To ensure validity the researcher piloted the questionnaire using 13 bank customers, one from each of the 13 commercial banks. These were the researcher's workmates and were not part of the actual sample. The pre-test responses were analysed and the researcher sought answers from these pre-test respondents as to whether the questionnaires were measuring what they were supposed to measure. The questionnaires should address the research objectives. Any weaknesses or errors identified were corrected. The researcher also ensured validity of the questionnaires by using short questions which a layman could easily understand. The researcher also designed the questionnaires such that they have the relevant questions to address the research objectives.

3.9.2 Reliability of the Questionnaire

Reliability is the extent to which an instrument provides consistent results (Creswell and Creswell, 2018). To ensure reliability of the questionnaires the researcher standardized the design and instructions of the questionnaires to create uniformity as regards to data extraction, analysis and interpretation. Standardization allowed each respondent to be asked the same questions in the same order. The piloting of the questionnaires also enhanced the reliability of the questionnaires as the researcher had to address the grey areas indicated by the pilot respondents, who did not become part of the actual sample.

3.10 Ethical Issues

The researcher was ethical during the research, giving heed to the ethical issues surrounding the research process. The researcher maintained the anonymity of the respondents by requesting them not to write their names or any form of identity on the questionnaires. The researcher sought the consent of the respondents to complete the questionnaires and clearly informed the potential respondents what the research was all about. The researcher also told the respondents about their rights during the research process, including their right to withdraw from completing the questionnaires should they want to do so for any reason. The researcher also acknowledged the secondary data sources used in the references list. The researcher did not manipulate the collected data so as to get pre-conceived results.

3.11 Data Analysis and Presentation Plan

Data analysis involves transforming collected data into meaningful form in order to answer the research questions. Statistical Package for Social Sciences (SPSS) was used to analyse the data collected through the questionnaires. As regards to the responses regarding the research objectives, the starting point was to undertake reliability analysis. Once done the researcher then undertook a descriptive analysis of each of the green banking variables and the customer satisfaction variable, with a focus on calculating the means and standard deviations. Thereafter, the researcher calculated the appropriate averages for each of the variables and then undertook regression analysis in line with each research hypothesis.

The regression model was of the form:

$$\text{Customer satisfaction} = f(\text{Mobile banking, Internet banking, Telephone banking, ATM banking}) \quad (1)$$

The results of the regression analysis then led to the proving or disproving of each hypothesis. The research findings were presented using tables and charts. The research findings were also presented using descriptions in prose form.

3.12 Chapter Summary

This chapter disclosed the methodology for the investigation into the impact of green banking strategies on customer satisfaction. The positivist philosophy was assumed, with a cascade to a survey research strategy and a quantitative research design. The target population of study comprised of 130 customers of the 13 commercial banks in Zimbabwe. A sample of 98 commercial bank customers was recommended by the Raosoft Sample Size Calculator but the researcher used a sample of 104 commercial bank customers, ensuring 8 customers from each of the commercial banks. Convenience sampling was used to draw the sample from the target population. Data was collected through structured questionnaires. The collected data was analysed using Statistical Package for Social Sciences (SPSS) version 19. The findings were presented in the form of tables and descriptions. The chapter which follows covers data analysis, presentation and discussion of findings.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter gives an account of how data pertaining to the impact of green banking strategies on customer satisfaction were analysed, as well as the presentation and discussion of the research findings. The research findings were presented using tables, stacked bar graphs and descriptions. The chapter sequentially looks at the response rate, personal details of the respondents, impact of internet banking on customer satisfaction, impact of mobile banking on customer satisfaction, impact of telephone banking on customer satisfaction and then impact of ATM banking on customer satisfaction. The chapter tails by condensing the key issues discussed in the chapter.

4.2 Response Rate Analysis

The researcher administered 104 questionnaires to the commercial bank customers on an on-spot basis, meaning that respondents completed the questionnaires while the researcher and the research assistants were in the vicinity awaiting to collect the completed questionnaires. The response rate for the questionnaires is shown in Table 4.1 below.

Table 4.1: Response Rate of Respondents

Respondents	Number of questionnaires administered	Number of questions administered that were collected back by the researcher	Response rate
Commercial bank customers	104	104	100%
Total	104	104	100%

Source: Research Data (2019)

The questionnaire response rate of 100% as shown in Table 4.1 means that the researcher managed to collect back every questionnaire, being completely filled in, that was administered to the commercial bank customers. This high response rate was achieved as the respondents filled in the questionnaires on an on-spot basis, leaving no chance for any questionnaire to be lost or for the respondent to have someone fill in the questionnaire on his or her behalf.

4.3 Demographic Analysis

The personal details of the respondents in terms of gender, age group, highest education level and tenure as a client of the bank. The findings for these personal detail variables are presented in the subsections which follow.

4.3.1 Gender and Age Distribution of Respondents

The gender and age distribution of the respondents is shown in Table 4.2 below.

Table 4.2: Gender and Age Distribution of Respondents

		Age group				Total
		Less than 20 years	21 - 30 years	31 - 40 years	Above 40 years	
Gender Male	Count	10	20	26	10	66
	% within Gender	15.2%	30.3%	39.4%	15.2%	100.0%
	% within Age group	83.3%	64.5%	66.7%	45.5%	63.5%
Female	Count	2	11	13	12	38
	% within Gender	5.3%	28.9%	34.2%	31.6%	100.0%
	% within Age group	16.7%	35.5%	33.3%	54.5%	36.5%
Total	Count	12	31	39	22	104
	% within Gender	11.5%	29.8%	37.5%	21.2%	100.0%
	% within Age group	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Research Data (2019)

The results indicate that 66 out of the total 104 respondents (63.5%) were males, with the dominant age groups being 31 to 40 years and 21 to 30 years. These are the middle ages and are most likely to be the working class and so may regularly visit banks to access cash since their salaries are most likely deposited into the bank. Similarly the dominant age groups among the females are 31 to 40 years and 21 to 30 years. These are also likely to be the working class. The least common age group among the females is the less than 20 years class, with only 2 respondents.

The participation of many respondents in the middle ages is of significance to the study as these individuals are more likely to be innovators and early adopters of new technologies, the green banking channels being contextually important in this study (Ghezzi, Rangone and Balocco, 2013; Kotler and Keller, 2016). This means that most of the respondents are more likely to have used internet banking, mobile banking, telephone banking and or ATM banking. Thus their views and opinions are more likely valid as they are backed by customer experience.

4.3.2 Highest Education Level and Tenure as a Bank Client of the Respondents

The highest education level and tenure distribution of the respondents is shown in Table 4.3 below.

Table 4.3: Highest Education Level and Tenure of Respondents as Bank Clients

			Tenure as a bank client				Total
			Less than 1 year	1 - 5 years	6 - 10 years	Above 10 years	
Highest education level	Secondary education	Count	2	9	12	4	27
		% within Highest education level	7.4%	33.3%	44.4%	14.8%	100.0%
		% within Tenure as a bank client	16.7%	30.0%	30.0%	18.2%	26.0%
	College/ Polytechnic education	Count	5	8	12	5	30
		% within Highest education level	16.7%	26.7%	40.0%	16.7%	100.0%
		% within Tenure as a bank client	41.7%	26.7%	30.0%	22.7%	28.8%
	University education	Count	3	8	8	7	26
		% within Highest education level	11.5%	30.8%	30.8%	26.9%	100.0%
		% within Tenure as a bank client	25.0%	26.7%	20.0%	31.8%	25.0%
	Other	Count	2	5	8	6	21
		% within Highest education level	9.5%	23.8%	38.1%	28.6%	100.0%
		% within Tenure as a bank client	16.7%	16.7%	20.0%	27.3%	20.2%
Total	Count	12	30	40	22	104	
	% within Highest education level	11.5%	28.8%	38.5%	21.2%	100.0%	
	% within Tenure as a bank client	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: Research Data (2019)

Table 4.3 shows that 38.5% of the respondents have been clients of their respective banks for 6 to 10 years, followed by 28.8% who have been clients of their respective banks for 1 to 5

years, then 21.2% who have been clients of their respective banks for more than 10 years and the least 11.5% have been clients for less than a year. The fact that the majority of the respondents (88.2%) have been bank clients for a year or more add reliability and validity to the study as these respondents should have at least at one time experienced one or more of the green banking services. In that case they can give their opinions and views regarding the impact of internet banking, mobile banking, telephone banking and ATM banking on their satisfaction based on their experiences as customers.

Table 4.3 indicates that 28.8% of the respondents have college/polytechnic education as their highest education level, followed by 26% with secondary education, then 25% with university education and lastly 20.2% with other education. None of the respondents have primary education as the highest education level. The fact that the respondents are educated, with many of them having formal education, generally imply that they understood the research questions in the questionnaires and accurately responded by ticking the appropriate boxes.

4.4 Reliability Tests

The researcher tested the items of the section variables in the questionnaires by calculating the Cronbach's Alpha values using SPSS. The variables in the study are internet banking, mobile banking, telephone banking, ATM banking and customer satisfaction. The Cronbach's Alpha values for these variables are shown in Table 4.4 below. Number of items indicates the number of questions under the questionnaire variable section.

Table 4.4: Cronbach's Alpha Values

Variable	Number of items	Cronbach's Alpha
Internet Banking	8	0.706
Mobile Banking	8	0.713
Telephone Banking	8	0.734
ATM Banking	8	0.780
Customer Satisfaction	4	0.705

Source: Research Data (2019)

The Cronbach's Alpha values of all the variables are greater than 0.7, meaning that there is reliability in the items of each of the variables. According to Taber (2018), these Cronbach's

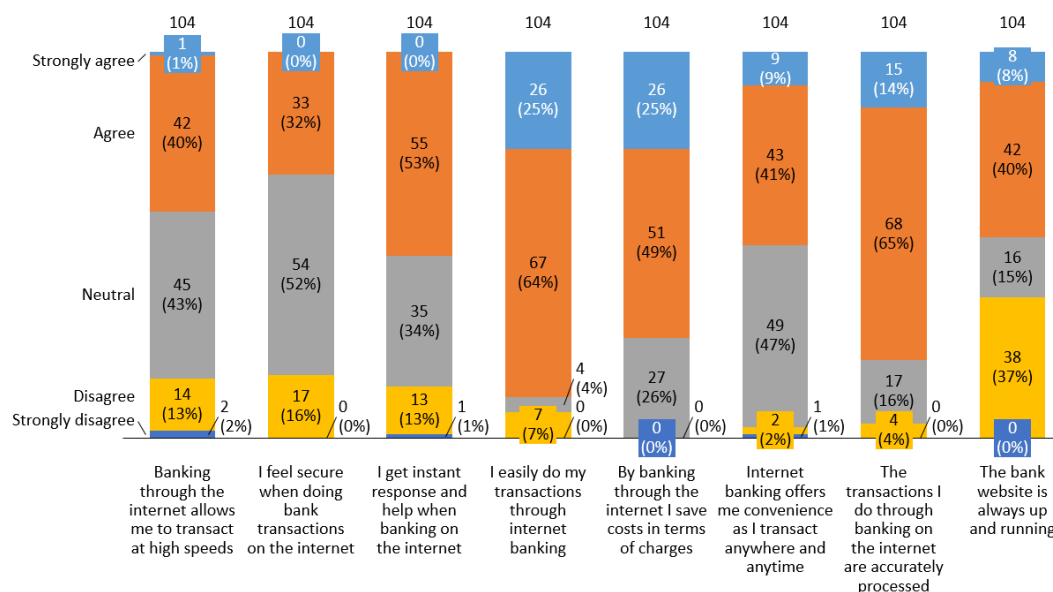
Alpha values are acceptable as they are all greater than 0.7. This means that the items within the variables are indeed interrelated and there is a relationship between the items (Taber, 2018).

4.5 Data Analysis and Presentation

4.5.1 Impact of Internet Banking on Customer Satisfaction

The study sought to determine the impact of internet banking on customer satisfaction. The responses of the respondents regarding doing transactions on the internet through a computer, phone or other electronic device are shown in Figure 4.1 below.

Figure 4.1: Responses on Internet Banking Questions



Source: Research Data (2019)

Forty-one percent of the respondents indicated that internet banking allows them to transact as high speeds and only 32% indicated that they felt secure when transacting on the internet. On a similar note 53% indicated that they get instant response and help on the internet, and 89% pointed that they easily transacted on the internet. 74% of the respondents believed that internet banking was cost-effective for them while 52% felt that internet banking brought a lot of convenience to them. 75% of the respondents indicated that transactions they did over the internet were accurately processed and only 48% indicated that the website of the bank was always up and running. The descriptive statistics of internet banking based on the 5-point

Likert scale, with a score of 1 for strongly disagree and 5 for strongly agree, are shown in Table 4.5 below.

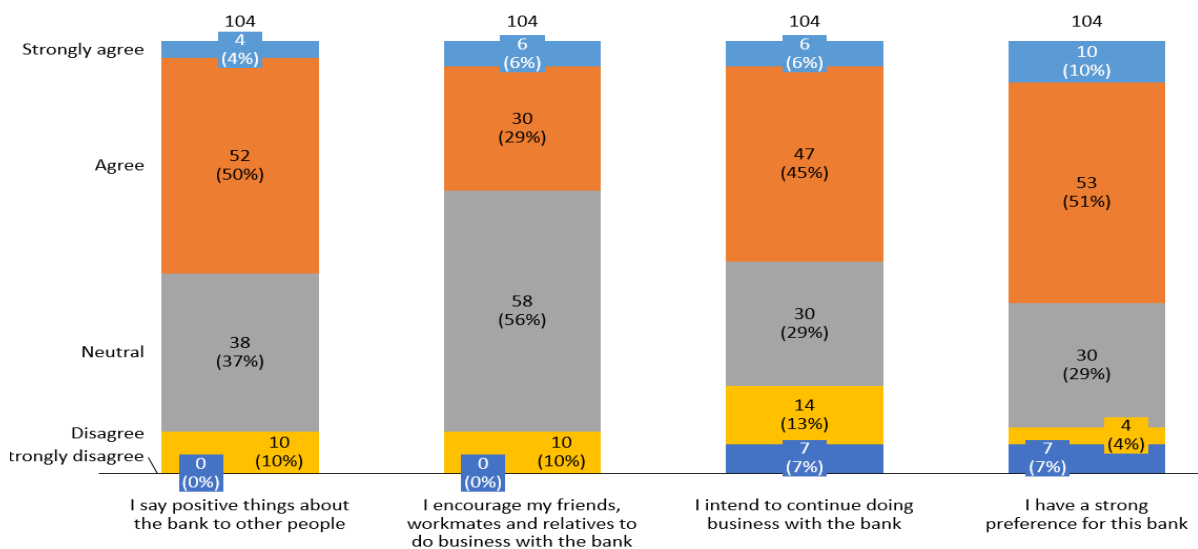
Table 4.5: Descriptive Statistics on Internet Banking

	Mean	Std. Deviation
Banking through the internet allows me to transact at high speeds	3.2500	.77271
I feel secure when doing bank transactions on the internet	3.1538	.67937
I get instant response and help when banking on the internet	3.3846	.74139
I easily do my transactions through internet banking	4.0769	.74641
By banking through the internet I save costs in terms of charges	3.9904	.71727
Internet banking offers me convenience as I transact anywhere and anytime	3.5481	.72245
The transactions I do through banking on the internet are accurately processed	3.9038	.67578
The bank website is always up and running	3.1923	1.02471

Source: Research Data (2019)

The majority of the respondents were agreeable to easily doing business on the internet (4.0769), attaining cost savings through internet banking (3.9904), being convenience (3.5481) and having transactions accurately processed (3.9038) as indicated by mean values close to 4 in Table 4.5. However the majority were disagreeable to transacting at high speeds (3.2500), being secure when transacting on the internet (3.1538), getting instant response (3.3846) and help and the bank’s website being always up and running (3.1923). The responses of the respondents regarding customer satisfaction are shown in Figure 4.2 below.

Figure 4.2: Responses on Customer Satisfaction Questions



Source: Research Data (2019)

Fifty-four percent of the respondents said positive things about their banks and only 23% recommended their colleagues and relatives to do business with their banks. 51% of the respondents intended to continue doing business with their banks and an amazing 61% of the respondents had a strong preference for their banks. The descriptive statistics of customer satisfaction based on the 5-point Likert scale, with a score of 1 for strongly disagree and 5 for strongly agree, are shown in Table 4.6 below.

Table 4.6: Descriptive Statistics on Customer Satisfaction

	Mean	Std. Deviation
I say positive things about the bank to other people	3.4808	.72381
I encourage my friends, workmates and relatives to do business with the bank	3.3077	.72510
I intend to continue doing business with the bank	3.2981	1.00368
I have a strong preference for this bank	3.5288	.96499

Source: Research Data (2019)

Overall, the mean values indicate that the majority of the respondents were neutral as regards to saying positive things about the bank (3.48.8), encouraging others to do business with their banks (3.3077) and to continue doing business with the bank (3.2981). This is evidenced by mean values close to 3 in Table 4.6. However the majority of them had a strong preference for their banks as indicated by the overall mean value of 3.5288, which is close to 4.

The research now turns on to test the first hypothesis, H1, which is associated with the objective of determining the impact of internet banking on customer satisfaction. The hypothesis is:

H1: Internet banking has a positive impact on commercial bank customer satisfaction.

Regression analysis, done using SPSS, was used to test H1. The independent variable is internet banking and the dependent variable is customer satisfaction. For the regression analysis the values used were the mean values for the responses on the internet banking variable and customer satisfaction variable for each respondent. The model summary for the regression analysis is shown in Table 4.7 overleaf.

Table 4.7: Model Summary for Internet Banking-Customer Satisfaction Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.015 ^a	.000	-.010	.63229

a. Predictors: (Constant), Internet banking

Source: Research Data (2019)

The R value in Table 4.7 is 0.015. This indicates that there is a very low correlation between internet banking and customer satisfaction, as the R value is very close to 0. R Square indicates how much of the total variance in customer satisfaction can be explained by internet banking. $R \text{ Square} = 0.000225 = 0.0225\% \approx 0.000$ as shown in Table 4.7. This is very small and means that 0.0225% of the total variation in customer satisfaction is attributable to internet banking. The ANOVA results for the regression of internet banking and customer satisfaction is shown Table 4.8 below.

Table 4.8: ANOVA for Internet Banking-Customer Satisfaction Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.010	1	.010	.024	.877 ^a
	Residual	40.779	102	.400		
	Total	40.788	103			

a. Predictors: (Constant), Internet banking

b. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

The ANOVA results in Table 4.8 are used to indicate how the regression model predicts customer satisfaction significantly well. The statistical significance of the regression model that was run is 0.877. Since this p-value is greater than 0.05 this indicates that, overall, the regression model statistically insignificantly predicts customer satisfaction. This means that the model is not a good fit for the data. The coefficients for the internet banking-customer satisfaction model are shown in Table 4.9 overleaf.

Table 4.9: Coefficients of the Internet Banking-Customer Satisfaction Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.325	.510		6.522	.000
Internet banking	.022	.142	.015	.155	.877

a. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

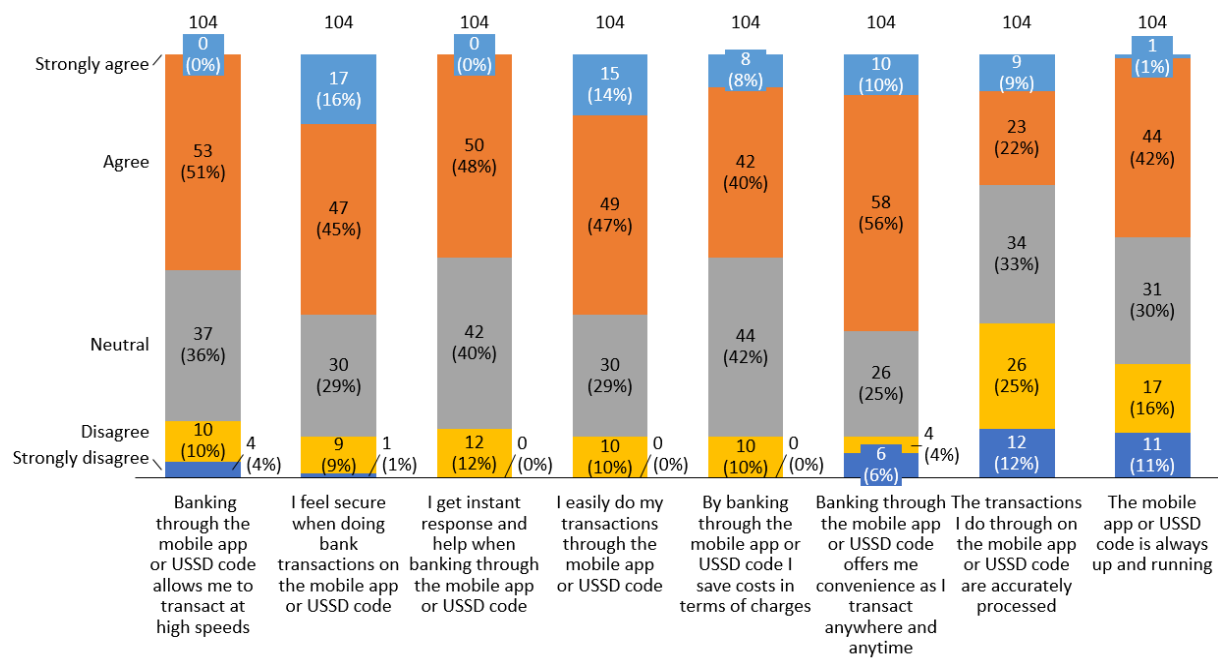
The B value in Table 4.9 in the internet banking row is 0.022. This is positive indicating that internet banking has a positive influence on customer satisfaction. However the p-value is 0.877, which is greater than 0.05 meaning that internet banking contributes statistically insignificantly to the model.

Conclusion: We do not reject H1 at the 5% level of significance and so conclude that internet banking has a positive impact on commercial bank customer satisfaction. The impact is statistically insignificant at the 5% level of significance. These results are in line with the findings by Ling et al. (2016), Hamid et al. (2018), Hammoud et al. (2018) and Sunith (2019) who found that internet banking has a positive impact on customer satisfaction. However the results are different from those of Solanki (2018) who found that internet banking has a significant positive impact on customer satisfaction. The research results however indicate that internet banking has an insignificant positive impact on customer satisfaction.

4.5.2 Impact of Mobile Banking on Customer Satisfaction

The study sought to assess the impact of mobile banking on customer satisfaction. The responses of the respondents regarding doing transactions through a bank's mobile application or USSD short code are shown in Figure 4.3 overleaf.

Figure 4.3: Responses on Mobile Banking Questions



Source: Research Data (2019)

Fifty-three percent of the respondents indicated that mobile banking allows them to transact at high speeds and 61% felt secure when accessing mobile banking services. 48% of the respondents got instant response through mobile banking while 61% indicated that they easily transacted through mobile banking. 66% of the respondents indicated that mobile banking brought convenience to them while only 23% indicated that transactions were accurately processed through mobile banking. In addition only 23% of the respondents indicated that the mobile app or USSD short code was always up and running. The descriptive statistics of mobile banking based on the 5-point Likert scale, with a score of 1 for strongly disagree and 5 for strongly agree, are shown in Table 4.10 overleaf.

Table 4.10: Descriptive Statistics on Mobile Banking

	Mean	Std. Deviation
Banking through the mobile app or USSD code allows me to transact at high speeds	3.3365	.80786
I feel secure when doing bank transactions on the mobile app or USSD code	3.6731	.88616
I get instant response and help when banking through the mobile app or USSD code	3.3654	.68348
I easily do my transactions through the mobile app or USSD code	3.6635	.84314
By banking through the mobile app or USSD code I save costs in terms of charges	3.4615	.77489
Banking through the mobile app or USSD code offers me convenience as I transact anywhere and anytime	3.5962	.92976
The transactions I do through on the mobile app or USSD code are accurately processed	2.9135	1.13301
The mobile app or USSD code is always up and running	3.0673	1.02649

Source: Research Data (2019)

Based on the mean values in Table 4.10, overall, the majority of the respondents felt secure when transacting on the internet (3.6731), easily transacted through mobile banking (3.6635) and enjoyed a lot of convenience through mobile banking (3.5962). This is so because the overall mean values are close to 4, which according to the Likert scale is associated with the response “agree.” However the majority of the respondents were neutral as regards to the mobile app or USSD code being always up and running (3.0673), transactions being accurately processed (2.9135), saving costs (3.4615), getting instant responses (3.3654) and transacting at high speeds (3.3365).

The research now turns on to test the second hypothesis, H2, associated with the objective of assessing the impact of mobile banking on customer satisfaction. The hypothesis is:

H2: Mobile banking has a positive impact on commercial bank customer satisfaction.

Regression analysis, done using SPSS, was used to test H2. The independent variable is mobile banking and the dependent variable is customer satisfaction. For the regression analysis the values used were the mean values for the responses on the mobile banking

variable and customer satisfaction variable for each respondent. The model summary for the regression analysis is shown in Table 4.11 overleaf.

Table 4.11: Model Summary for Mobile Banking-Customer Satisfaction Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.290 ^a	.084	.075	.60528

a. Predictors: (Constant), Mobile banking

Source: Research Data (2019)

The R value in Table 4.11 is 0.290. This indicates that there is a low correlation between mobile banking and customer satisfaction, as the R value is close to 0. R Square indicates how much of the total variance in customer satisfaction can be explained by mobile banking. R Square = 0.084 = 8.4%. This is small and means that 8.4% of the total variation in customer satisfaction is attributable to mobile banking. The ANOVA results for the regression of mobile banking and customer satisfaction is shown Table 4.12 below.

Table 4.12: ANOVA for Mobile Banking-Customer Satisfaction Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.419	1	3.419	9.333	.003 ^a
Residual	37.369	102	.366		
Total	40.788	103			

a. Predictors: (Constant), Mobile banking

b. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

The ANOVA results in Table 4.12 are used to indicate how the regression model predicts customer satisfaction significantly well. The statistical significance of the regression model that was run is 0.003. Since this p-value is less than 0.05 this indicates that, overall, the regression model statistically significantly predicts customer satisfaction. This means that the model is a good fit for the data. The coefficients for the mobile banking-customer satisfaction model are shown in Table 4.13 overleaf.

Table 4.13: Coefficients of the Mobile Banking-Customer Satisfaction Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.209	.395		5.588	.000
	Mobile banking	.353	.116	.290	3.055	.003

a. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

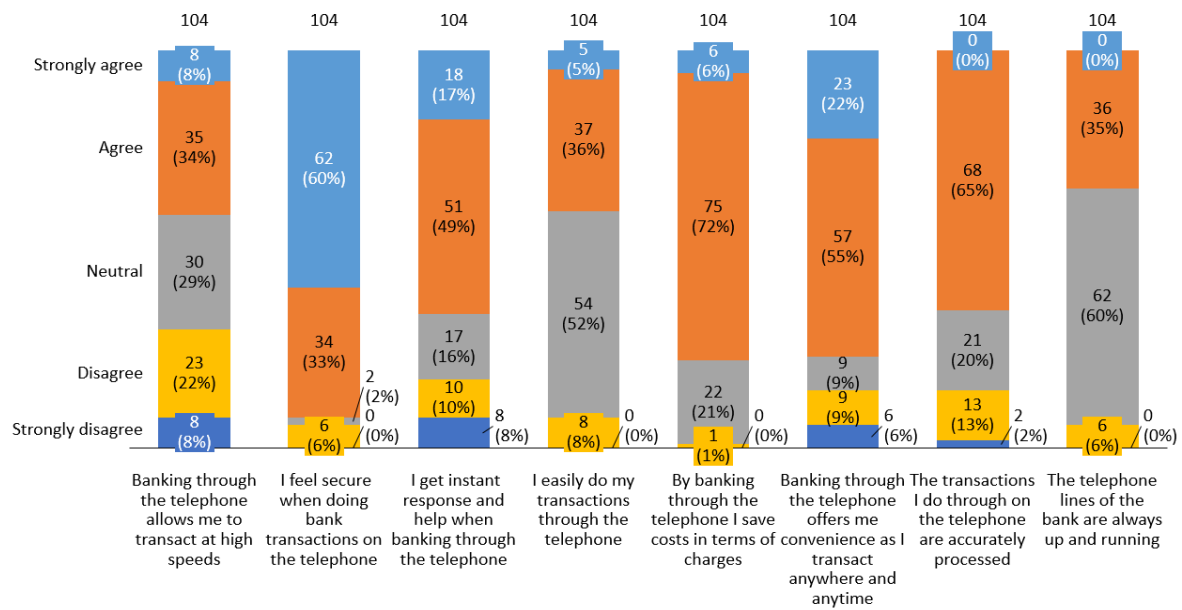
The B value in Table 4.13 in the mobile banking row is 0.353. This is positive indicating that mobile banking has a positive influence on customer satisfaction. The p-value is 0.003, which is less than 0.05 meaning that mobile banking contributes statistically significantly to the model.

Conclusion: We do not reject H2 at the 5% level of significance and so conclude that mobile banking has a positive impact on commercial bank customer satisfaction. The impact is statistically significant at the 5% level of significance. These results are in line with the findings by Ngwenya and Manjera (2014), Ngilangwa and Venkatakrishnan (2014), Fozia (2018) and Gomachab and Maseke (2018) who also found that mobile banking has a significant positive impact on customer satisfaction. However, Masamila (2014) found that mobile banking did not satisfy bank customers because of the issue of poor privacy.

4.5.3 Impact of Telephone Banking on Customer Satisfaction

The study sought to evaluate the impact of telephone banking on customer satisfaction. The responses of the respondents regarding doing transactions through calling the bank are shown in Figure 4.4 overleaf.

Figure 4.4: Responses on Telephone Banking Questions



Source: Research Data (2019)

Forty-two percent of the respondents indicated that use of a telephone enabled them to get a banking service they want at high speed and 93% felt secure to do banking business over the phone. 66% of the respondents got instant response and help over the phone whereas only 42% did their business easily through a phone call to the bank. 78% of the respondents believed they reduced costs by transacting over the phone and 77% indicated that telephone banking offered them convenience. 65% of the respondents indicated that their transactions were accurately processed through internet banking and only 35% indicated that the bank lines were always up and running. The descriptive statistics of telephone banking based on the 5-point Likert scale, with a score of 1 for strongly disagree and 5 for strongly agree, are shown in Table 4.14 overleaf.

Table 4.14: Descriptive Statistics on Telephone Banking

	Mean	Std. Deviation
Banking through the telephone allows me to transact at high speeds	3.1154	1.08214
I feel secure when doing bank transactions on the telephone	4.4615	.79955
I get instant response and help when banking through the telephone	3.5865	1.12008
I easily do my transactions through the telephone	3.3750	.69934
By banking through the telephone I save costs in terms of charges	3.8269	.52956
Banking through the telephone offers me convenience as I transact anywhere and anytime	3.7885	1.06737
The transactions I do through on the telephone are accurately processed	3.4904	.78820
The telephone lines of the bank are always up and running	3.2885	.56899

Source: Research Data (2019)

As indicated by the mean values in Table 4.14, the majority of the respondents were of the opinion that telephone banking was secure (4.4615), getting instant response and help (3.5865), saving costs (3.8269) and offering convenience (3.7885). However many of the respondents were neutral about the telephone lines being always up and running (3.2885), transactions being accurately processed (3.4904), easily doing transactions (3.3750) and transacting at high speeds (3.1154). The research now turns on to test the third hypothesis, H3, which is associated with the objective of evaluating the impact of telephone banking on customer satisfaction. The hypothesis is:

H3: Telephone banking has a positive impact on commercial bank customer.

Regression analysis, done using SPSS, was used to test H3. The independent variable is telephone banking and the dependent variable is customer satisfaction. For the regression analysis the values used were the mean values for the responses on the telephone banking variable and customer satisfaction variable for each respondent. The model summary for the regression analysis is shown in Table 4.15 overleaf.

Table 4.15: Model Summary for Telephone Banking-Customer Satisfaction Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.036 ^a	.001	-.008	.63195

a. Predictors: (Constant), Telephone banking

Source: Research Data (2019)

The R value in Table 4.15 is 0.036. This indicates that there is a very low correlation between telephone banking and customer satisfaction, as the R value is very close to 0. R Square indicates how much of the total variance in customer satisfaction can be explained by telephone banking. R Square = 0.001 = 0.1%. This is very small and means that 0.1% of the total variation in customer satisfaction is attributable to telephone banking. The ANOVA results for the regression is shown in Table 4.16 below.

Table 4.16: ANOVA for Telephone Banking-Customer Satisfaction Regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.054	1	.054	.135	.714 ^a
	Residual	40.735	102	.399		
	Total	40.788	103			

a. Predictors: (Constant), Telephone banking

b. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

The ANOVA results in Table 4.16 are used to indicate how the regression model predicts customer satisfaction significantly well. The statistical significance of the regression model that was run is 0.714. Since this p-value is greater than 0.05 this indicates that, overall, the regression model statistically insignificantly predicts customer satisfaction. This means that the model is not a good fit for the data. The coefficients for the telephone banking-customer satisfaction model are shown in Table 4.17 overleaf.

Table 4.17: Coefficients of the Telephone Banking-Customer Satisfaction Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.241	.447		7.244	.000
Telephone banking	.045	.123	.036	.367	.714

a. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

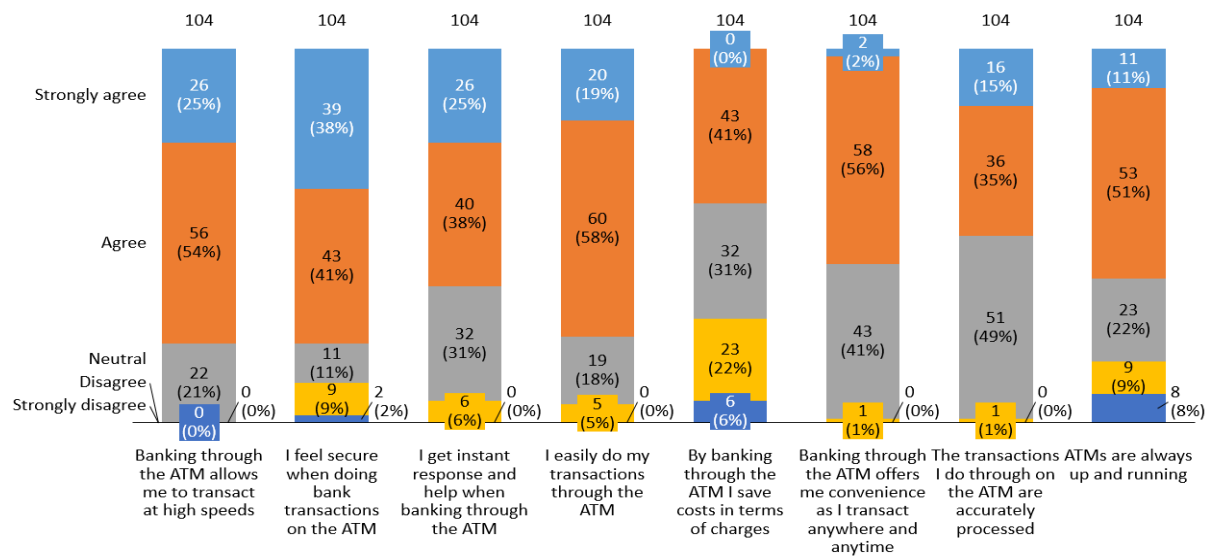
The B value in Table 4.17 in the telephone banking row is 0.045. This is positive indicating that telephone banking has a positive influence on customer satisfaction. The p-value is 0.714, which is greater than 0.05 meaning that telephone banking contributes statistically insignificantly to the model.

Conclusion: We do not reject H3 at the 5% level of significance and so conclude that telephone banking has a positive impact on commercial bank customer satisfaction. The impact is statistically insignificant at 5% level of significance. These results are in line with the findings by Buttle (2002) and Asad et al. (2016), who indicated that telephone banking has a positive impact on customer satisfaction.

4.5.4 Impact of ATM banking on Customer Satisfaction

The study sought to determine the impact of ATM banking on customer satisfaction. The responses of the respondents regarding doing transactions through the ATM are shown in Figure 4.5 overleaf.

Figure 4.5: Responses on ATM Banking Questions



Source: Research Data (2019)

Seventy-nine percent of the respondents indicated that the ATM enabled them to transact at high speed and 79% felt secure when transacting on an ATM. 77% of the respondents indicated that they easily did their transactions on ATMs and only 41% believed that they have some cost savings through using the ATM. 58% indicated that they got some convenience through ATM banking and 50% indicated that their transactions were accurately processed by the ATMs. Only 62% of the respondents indicated that the ATMs were always up and running. The descriptive statistics of ATM banking based on the 5-point Likert scale, with a score of 1 for strongly disagree and 5 for strongly agree, are shown in Table 4.18 overleaf.

Table 4.18: Descriptive Statistics on ATM Banking

	Mean	Std. Deviation
Banking through the ATM allows me to transact at high speeds	4.0385	.68156
I feel secure when doing bank transactions on the ATM	4.0385	1.00410
I get instant response and help when banking through the ATM	3.8269	.87514
I easily do my transactions through the ATM	3.9135	.75183
By banking through the ATM I save costs in terms of charges	3.0769	.93156
Banking through the ATM offers me convenience as I transact anywhere and anytime	3.5865	.55056
The transactions I do through on the ATM are accurately processed	3.6442	.74935
ATMs are always up and running	3.4808	1.05187

Source: Research Data (2019)

As indicated by the overall mean values in Table 4.18, the majority of the respondents were neutral as regards to the ATM enabling them to save costs (3.0769) and ATMs being always up and running (3.4808). However many were affirmative to ATMs allowing them to transact at high speeds (4.0385), feeling secure when using ATMs (4.0385), easily transacting on the ATM (3.9135), reaping convenience (3.5865) and transactions being accurately processed (3.6442).

The research now turns on to test the fourth hypothesis, H4, which is associated with the objective of determining the impact of internet banking on customer satisfaction. The hypothesis is:

H4: ATM banking has a positive impact on commercial bank customer satisfaction.

Regression analysis, done using SPSS, was used to test H4. The independent variable is ATM banking and the dependent variable is customer satisfaction. For the regression analysis the values used were the mean values for the responses on the ATM banking variable and customer satisfaction variable for each respondent. The model summary for the regression analysis is shown in Table 4.19 overleaf.

Table 4.19: Model Summary for ATM Banking-Customer Satisfaction Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.069 ^a	.005	-.005	.63088

a. Predictors: (Constant), ATM banking

Source: Research Data (2019)

The R value in Table 4.19 is 0.069. This indicates that there is a very low correlation between ATM banking and customer satisfaction, as the R value is very close to 0. R Square indicates how much of the total variance in customer satisfaction can be explained by ATM banking. R Square = 0.005 = 0.5%. This is very small and means that 0.5% of the total variation in customer satisfaction is attributable to ATM banking. The ANOVA results for the regression of ATM banking and customer satisfaction is shown Table 4.20 below.

Table 4.20: ANOVA for ATM Banking and Customer Satisfaction

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.192	1	.192	.482	.489 ^a
	Residual	40.596	102	.398		
	Total	40.788	103			

a. Predictors: (Constant), ATM banking

b. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

The ANOVA results in Table 4.20 are used to indicate how the regression model predicts customer satisfaction significantly well. The statistical significance of the regression model that was run is 0.489. Since this p-value is greater than 0.05 this indicates that, overall, the regression model statistically insignificantly predicts customer satisfaction. This means that the model is not a good fit for the data. The coefficients for the ATM banking-customer satisfaction model are shown in Table 4.21 overleaf.

Table 4.21: Coefficients of the ATM Banking-Customer Satisfaction Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.026	.547		5.532	.000
	ATM banking	.102	.147	.069	.695	.489

a. Dependent Variable: Customer satisfaction

Source: Research Data (2019)

The B value in Table 4.21 in the ATM banking row is 0.102. This is positive indicating that ATM banking has a positive influence on customer satisfaction. The p-value is 0.489, which is greater than 0.05 meaning that ATM banking contributes statistically insignificantly to the model.

Conclusion: We do not reject H4 at the 5% level of significance and so conclude that ATM banking has a positive impact on commercial bank customer satisfaction. The impact is statistically insignificant at 5% level of significance. These results confirm the findings by Singh (2011), Mwatsika (2016), Sharon and Claude (2017) and Tadesse (2018). They found that ATM banking has a positive impact on customer satisfaction.

4.6 Chapter Summary

This chapter looked at data analysis, presentation of findings and discussion of findings. The questionnaire response rate was 100% because the questionnaires were completed on-spot by the respondents. 63.5% of the respondents were males. The dominant age groups among both males and females were 21 to 30 years and 31 to 40 years. 67.5% of the respondents have been bank clients for 1 to 10 years and 21.2% have been bank clients for more than 10 years. The Cronbach's Alpha values for all variables were greater than 0.7. Issues of concern to commercial bank customers regarding internet banking are security and the bank's websites being not always up and running. Issues of concern to commercial bank customers regarding mobile banking are lack of instant response, transactions not accurately processed and the mobile app or banks' USSD short codes being not always up and running.

Issues of concern to commercial bank customers regarding telephone banking are transactions not easily done over the phone and the banks' phone lines being not always up and available. Issues of concern to commercial bank customers regarding the use of ATMs is

that ATMs are not always up and running. The study tested hypotheses regarding the impact of green banking strategies on customer satisfaction. The results are as follows. Internet banking has a very weak positive impact on customer satisfaction as indicated by R value of 0.015, R Square value of 0.0225% and a positive regression coefficient of 0.022. Mobile banking has a statistically significant weak positive impact on customer satisfaction as indicated by R value of 0.290, R Square value of 0.084 and a positive regression coefficient of 0.353.

Telephone banking has a very weak positive impact on customer satisfaction as indicated by R value of 0.036, R Square value of 0.1% and a positive regression coefficient of 0.045. ATM banking has a very weak positive impact on customer satisfaction as indicated by R value of 0.069, R Square value of 0.5% and a positive regression coefficient of 0.102. The next chapter looks at the research summary, conclusions, recommendations and suggestions for further research.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the research findings in the context of the research objectives, clearly indicating the extent to which the research objectives have been met. The chapter also makes conclusions in relation to the extent to which the research findings confirm empirical findings and then makes recommendations founded on the research findings. The chapter tails by suggesting areas for further research, originating from areas not addressed by this study or areas that can complement this study.

5.2 Summary

The research investigated the impact of green banking strategies on customer satisfaction in the commercial banking sector of Zimbabwe. The research objectives were to: assess the impact of internet banking on commercial bank customer satisfaction, determine the impact of mobile banking on commercial bank customer satisfaction, evaluate the impact of telephone banking on commercial bank customer satisfaction and determine the impact of ATM banking on commercial bank customer satisfaction. Hamid et al (2018) and Solanki (2018) unveiled that internet banking had a positive impact on customer satisfaction. Gomachab and Maseke (2018) revealed that mobile banking had a positive impact on customer satisfaction whereas Fozia (2018) revealed that mobile banking had no significant contribution to customer satisfaction. Asad et al (2016) found that telephone banking had a positive impact on customer satisfaction. Singh (2011) and Tadesse (2018) found that ATM banking enhanced customer satisfaction. The positivism philosophy was assumed and a causal research design was adopted. The target population comprised of 130 commercial bank customers in the Harare central business district, comprising of 10 customers from each of the 13 commercial banks in Zimbabwe. Convenience sampling was used to draw a sample of 104 bank customers based on the Raosoft sample size calculator. Questionnaires were used to collect data form the respondents. Secondary data was drawn from journals, articles and books. 104 questionnaires were administered on an on-spot basis and the response rate was 100%. Descriptive statistics and regression analysis were used to analyse the responses of the bank customers. The findings of the study are: internet banking has a very weak positive

impact on customer satisfaction, mobile banking has a weak positive impact on customer satisfaction, telephone banking has a very weak positive impact on customer satisfaction, and ATM banking has a very weak positive impact on customer satisfaction.

5.3 Conclusions

The conclusions for the research in the context of each research findings are given below.

Internet banking has a very weak positive impact on customer satisfaction.

Conclusion: The provision of banking services on the bank's website or other internet-related channel positively influences customer satisfaction to a less extent.

Mobile banking has a weak positive impact on customer satisfaction.

Conclusion: The use of mobile apps and USSD short codes positively influences the satisfaction of the bank customers but to a low extent.

Telephone banking has a very weak positive impact on customer satisfaction.

Conclusion: The availability of banking services over the phone positively influences customer satisfaction to a less extent.

ATM banking has a very weak positive impact on customer satisfaction.

Conclusion: The use of ATMs by commercial bank customers positively influences their overall satisfaction to a less extent.

5.4 Recommendations

The research proffers the following recommendations based on the research findings.

Internet banking has a very weak positive impact on customer satisfaction.

Recommendations: (1) Since internet banking is one of the most cost-effective and operational efficient way of a bank to do business, banks should take time to study their customers and incorporate the critical factors determining customer satisfaction into their internet banking. For example key issues such security and the bank's website being not always up and running need to be addressed as they reduce the extent to which internet banking should satisfy customers. Banks need to survey customers to understand why they may not be moved by internet banking and what has to be done to address that.

(2) Banks need to educate their customers about internet banking, citing the advantages that accrue to them and also how to overcome the traps associated with internet banking.

Customers may therefore not hesitate to use internet banking, thus improving their satisfaction.

(3) Banks should ensure that their website transactions areas are always up and running since this was addressed as a key issue according to the research findings.

Mobile banking has weak positive impact on customer satisfaction.

Recommendations: (1) Banks should address the issue of the mobile app or banks' USSD short codes being not always up and running. As regards to mobile apps banks should develop apps which are compatible with many browsers and can be easily updated. The mobile app may not be always up and running when there are compatibility issues. The problem of the bank's USSD code being not up may be beyond the control of the bank as there may be challenges with the telecommunications operators' systems. To reduce USSD downtimes the banks can request to have the USSD short codes whitelisted, usually at an extra charge.

(2) Banks should improve the quality of their mobile banking services so as to increase customer satisfaction. Since both the mobile app and USSD codes depend on the network quality of the telecommunications operator, with mobile application working through broadband, telecommunications operators and banks should work hand-in-hand to offer high quality services.

Telephone banking has a very weak positive impact on customer satisfaction.

Recommendations: (1) Banks should ensure that their lines are always up and picked up by having many call centre agents. A customer becomes dissatisfied when he or she calls many times and the phone is not picked up. Besides call agents, the banks may also invest in new technologies which facilitate the requests of the customer after authentication. These technologies are more efficient and effective than the call centre agents. Addressing this challenge may increase overall customer satisfaction.

(2) Banks should broaden the knowledge of telephone banking to its customers so that they access the telephone services without hesitation. It appears as if telephone banking is meant only for the priority customers.

ATM banking has a very weak positive impact on customer satisfaction.

Recommendations: (1) Banks need to ensure that their ATMs are always up and running, despite the fact that no cash may be in the ATMs.

(2) Banks also need to have ATMs deployed at different locations, including in shops and other retail outlets. This may aid in increasing customer satisfaction.

5.5 Suggestions for Further Research

The research suggest the following as areas of further research.

(1) Studying the impact of green banking strategies on customer satisfaction by looking at other green banking strategies. The 4 green banking strategies in this study are not the only ones that are available. Further studies can be done to look at the impact of the other green banking strategy. If these other green banking strategies have significant positive impact on customer satisfaction then it may be worthwhile for banks to adopt them.

(2) A study can be done to investigate the actual factors of internet banking, mobile banking, telephone banking and ATM banking that influence bank customer satisfaction in Zimbabwe.

(3) A study may be done to investigate the impact or role of green banking strategies from a qualitative point of view. This would incorporate concepts of consumer behaviour, sociology and psychology. The current study was mainly from a quantitative point of view. The suggested study would enable banks to get more insight about their customers in terms of attitudes, perceptions, behaviours and expectations as regards to green banking.

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APPENDICES

APPENDIX A: QUESTIONNAIRE TO BANK CUSTOMERS

INTRODUCTION

My name is Edwin Demera and am studying towards a Master of Commerce in Banking and Finance degree with Midlands State University (MSU). I am carrying out a research titled “Impact of green banking strategies on customer satisfaction: A case of commercial banks in Zimbabwe.” Your honest views and opinions are very significant. Your responses will be confidential and used for academic purposes only. Do not write your name or any identification on the questionnaire. Thank you for your collaboration.

SECTION A: PERSONAL DETAILS

Please tick [√] the appropriate response

A1) What is your gender?

Male

Female

A2) What is your age group?

Less than 20 years

31 – 40 years

21 – 30 years

Above 40 years

A3) What is your highest education level?

Primary education

University education

Secondary education

Other

College/ Polytechnic education

A4) How long have you been a client of the bank?

Less than 1 year

6 – 10 years

1 – 5 years

Above 10 years

SECTION B: DOING TRANSACTIONS ON THE INTERNET THROUGH A COMPUTER, PHONE OR OTHER ELECTRONIC DEVICE

The following are statements on internet banking. May you rate these statements by putting a tick [√] in the appropriate box.

Key: SD = Strongly disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly agree

	1	2	3	4	5
	SD	D	N	A	SA
B1) Banking through the internet allows me to transact at high speeds					
B2) I feel secure when doing bank transactions on the internet					
B3) I get instant response and help when banking on the internet					
B4) I easily do my transactions through internet banking					
B5) By banking through the internet I save costs in terms of charges					
B6) Internet banking offers me convenience as I transact anywhere and anytime					
B7) The transactions I do through banking on the internet are accurately processed					
B8) The bank website is always up and running					

SECTION C: USING THE MOBILE APPLICATION OR/AND USSD CODE

The following are statements on mobile banking. May you rate these statements by putting a tick [√] in the appropriate box.

Key: SD = Strongly disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly agree

	1	2	3	4	5
	SD	D	N	A	SA
C1) Banking through the mobile app or USSD code allows me to transact at high speeds					
C2) I feel secure when doing bank transactions on the mobile app or USSD code					
C3) I get instant response and help when banking through the mobile app or USSD code					
C4) I easily do my transactions through the mobile app or USSD code					
C5) By banking through the mobile app or USSD code I save costs in terms of charges					
C6) Banking through the mobile app or USSD code offers me convenience as I transact anywhere and anytime					
C7) The transactions I do through on the mobile app or USSD code are accurately processed					
C8) The mobile app or USSD code is always up and running					

SECTION D: DOING TRANSACTIONS BY CALLING THE BANK

The following are statements on telephone banking. May you rate these statements by putting a tick [√] in the appropriate box.

Key: SD = Strongly disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly agree

	1	2	3	4	5
	SD	D	N	A	SA
D1) Banking through the telephone allows me to transact at high speeds					
D2) I feel secure when doing bank transactions on the telephone					
D3) I get instant response and help when banking through the telephone					
D4) I easily do my transactions through the telephone					
D5) By banking through the telephone I save costs in terms of charges					
D6) Banking through the telephone offers me convenience as I transact anywhere and anytime					
D7) The transactions I do through on the telephone are accurately processed					
D8) The telephone lines of the bank are always up and running					

SECTION E: USING THE ATM

The following are statements on ATM banking. May you rate these statements by putting a tick [√] in the appropriate box.

Key: SD = Strongly disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly agree

	1	2	3	4	5
	SD	D	N	A	SA
E1) Banking through the ATM allows me to transact at high speeds					
E2) I feel secure when doing bank transactions on the ATM					
E3) I get instant response and help when banking through the ATM					
E4) I easily do my transactions through the ATM					
E5) By banking through the ATM I save costs in terms of charges					
E6) Banking through the ATM offers me convenience as I transact anywhere and anytime					
E7) The transactions I do through on the ATM are accurately processed					
E8) ATMs are always up and running					

SECTION F: CUSTOMER SATISFACTION

The following statements relate to your feelings about your bank. May you rate these statements by putting a tick [√] in the appropriate box.

Key: SD = Strongly disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly agree

	1	2	3	4	5
	SD	D	N	A	SA
F1) I say positive things about the bank to other people					
F2) I encourage my friends, workmates and relatives to do business with the bank					
F3) I intend to continue doing business with the bank					
F4) I have a strong preference for this bank					

END OF QUESTIONNAIRE