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the impact of mobile banking adoption on financial performance:case study of central africa building society

Research Project

By

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This dissertation is submitted in partial fulfilment of the requirements of the Bachelor Commerce Honours Degrees in Banking and Finance at Bindura University of Science.

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APPROVAL FORM

The undersigned certify that they have supervised the student B201259B dissertation entitled, **the impact of mobile banking adoption on financial performnce . Case study of CABS bank,** submitted in partial fulfillment of the requirements of the Bachelor Commerce (Honors) Degree in Banking and Finance at Bindura University of Science Education.

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DEDICATION

This research project is dedicated to my family for their magnificent support that has made me the person I am today. Special dedication to my late grandmother who always supported me and taught me to be courageous and optimistic at all times, you would have been proud.

ABSTRACT

The purpose of this study was to investigate the impact of mobile banking on financial performance of cabs .The main aim was to assess the relationship between mobile banking and financial performance, to identify performance benefits gained through mobile banking adoption and to identify ways in which mobile banking has contributed to the performance of CABS. The study used a descriptive research design and presented the data through tables and graphs and pie charts .A sample of 26 participants was drawn from a target population of 35 participants across CABS finance, internal audit and electronic banking departments. A questionnaire was used in order to obtain data from the targeted population. The data was then tested to ensure its reliability and validity using Chronbach Alpha test. In analysing data, the researcher used SPSS 21.0 version. The researcher used frequencies and valid percentages to present and interpret the data. The findings revealed a positive and significant relationship between mobile banking and financial performance. The adoption of mobile banking was found to provide numerous benefits such as improved customer service, increased customer base, reduced operational costs and enhanced efficiency .Additionally mobile banking was credited with contributing to CABS' competitive advantage , and ability to attract young customers and resilience during the Covid 19 pandemic. Basing on the findings of the study the researcher recommended CABS to invest in mobile banking technology to improve financial performance and remain competitive in the rapidly evolving financial services industry.

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The completion of this research project would not have been possible without the contribution of several people to whom I owe gratitude.

I first and foremost direct my special thanks to my supervisor, who kindly accepted to supervise this work despite many other tasks allocated to him. Without his support, this work would not have been completed.

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CHAPTER ONE

1.0 Introduction

This research aimed to investigate the adoption of mobile banking and how it impacts on financial performance. The chapter presents research's argument, problem statement, research goals, research questions, significance, limitations, and delimitations. Additionally, important terms used in the study will be defined. The chapter will be concluded with a summary.

1.1 Background of the study

The revolution of information technology has influenced almost every facet of life, among them is the banking sector. The introduction of electronic banking has revolutionized and redefined the way banks were operating. As technology is now considered as the main contribution for the organizations"" success and as their core competencies. So the banks, be it domestic or foreign are investing more on providing customers with the new technologies through mobile banking. In order to be in line with the changes in the operating environment, it is apparent that banks in Zimbabwe and other financial institutions have to embrace mobile banking in meeting customer demands (Tiwari and Buse, 2006). Providing banking through internet has proved fruitful in terms of cost control by employing automated ways of transacting other than the traditional method of labour intensive therefore higher productivity and profitability. Consequently, growing partnership in financial institution and other service providers has resulted in an increase in mobile banking as customers can transact and clear utility bills through their mobile. Mobile banking involves using smartphones or tablets to access and manage bank accounts, conduct financial transactions, and perform various banking tasks from anywhere and at any time. Studies, such as the ones conducted by Lee and Kim (2017), Hendrickson and Nickolas (2015), and Chen (2020), have shown that mobile banking adoption can enhance effectiveness, profitability, efficiency, customer service, and overall growth for banks. It is considered a cost-effective delivery channel that can help banks increase their market share and remain competitive in a rapidly evolving industry driven by technological advancements. The coming up of mobile banking has changed and redefined the way banks were running. Since technology is now regarded as the major input for the institutions achievement and as their main proficiencies, banks, be it local or foreign, are channelling their finances more on 2 offering clients with the fresh technologies by means of mobile banking.

According to (Saleem and Rashid 2019), banks offering strong electronic banking solutions including mobile banking are preferred by the younger generation, which spans the ages of 18 to 35.To capture a significant market share among this demographic, the implementation of mobile banking is crucial. These individuals seek convenient mobile applications that facilitate tasks such as shopping and paying for monthly subscriptions. However, there is a contrasting perspective held by scholars such as Shih et al. (2015), Mupfiga(2017), Ngango (2020), and Maringe (2021). They suggest that innovations in mobile banking can have an adverse impact on financial performance.

In the study conducted by Shih et al. (2015), it was found that individuals who are financially excluded in rural areas may not have a pressing need for the full range of services offered by mobile banking. Instead, their primary requirements revolve around basic banking services such as money transfers, balance inquiries, and receiving funds, which can be adequately fulfilled by mobile money providers. These providers are telecommunications companies that offer these services to mobile phone users at a reduced cost. According to (Maringe 2018) it is not feasible for banks to bear the costs of establishing mobile banking systems while competing with their peers owing to the rivalry created by telecommunications companies firms. The paper goes on to say that in order for bank customers to use their cellphones for mobile banking services, the bank would have to pay telecommunication companies a royalty because they supply the network infrastructure. According to Ngango (2020), banks have a challenge on their hands versus mobile phone firms even though they work hard to remain technologically competitive. The author emphasizes that banks may run into problems with mobile viruses, fraud, money laundering, and data theft if they adopt mobile banking. Despite extensive research conducted by scholars, there remains a lack of sufficient studies examining the effects of introducing mobile banking on the financial performance of commercial banks in Zimbabwe. Therefore, the primary objective of this paper is to address this knowledge gap.

In the meantime, the advancement in mobile banking is a major force behind the rapid transformation of the financial services industry in Africa (Jones et al., 2016). The introduction and use of mobile banking in Africa was fostered by competition from the telecom sector, which offered "mobile money" services like O-Pay which was introduced in Nigeria and Eco Cash, Telecash, and one money in Zimbabwe.In order to remain competitive, the banking sector has to implement mobile banking. The COVID-19 pandemic, the enforced lockdown, and the social distancing measures have all made mobile money usage stronger.

In Zimbabwean the first banks to embrace mobile banking were, ZB Bank, and Stanbic and Central African Building Society Chikoko and Mangwendeza, (2018). Because they adopted mobile banking later than other banks, the authors identified POSB and Agri-bank as laggards in the field. The absence of funding for a mobile banking application and product was one of the factors contributing to some of these banks' later adoption of mobile banking than others. Amidst the ongoing liquidity crisis that began with dollarization and intensified in 2011, CABS implemented mobile banking in 2011 when they launched Texta cash. Mobile banking is associated with lower costs on service delivery, as opposed to old banking services such as one on one customer service, Automated Teller Machines (ATM), (Chinkoko and Mangwendeza, 2012). Although mortgage lending is CABS' primary operation, mobile banking has had a substantial influence on its performance since 2011.

1.2 Statement of the Problem

In recent times, the concept of operations research has emphasized that advancements in technology directly impact organizational performance. Mobile banking, since its introduction, has proven to be a cost-effective delivery option for both consumers and banks globally. In Zimbabwe, the adoption of mobile banking has enabled banks to increase their revenue due to its affordability. Commercial banks have taken the lead in adopting mobile money technology and integrating it into their core operations in order to gain a competitive edge and manage operational costs. Therefore, it is essential to examine how mobile banking adoption the influence financial performance in the Zimbabwean contest and that is the primary objective of this particular study.

1.3 Primary Research Objective

The Impact of Mobile Banking Adoption on Financial Performance: A Case of Commercial Bank of Zimbabwe (CABS).

1.3.1 Secondary Research Objectives

- To determine the relationship between mobile banking and financial performance
- To identify performance benefits gained through the adoption of mobile banking.
- To identify ways in which mobile banking has contributed to the performance of he bank.

1.3.2 Research Questions

- Analyse the relationship between mobile banking adoption and financial performance.
- Evaluate the performance benefits that the bank gain from adoption of mobile banking.
- In what ways has mobile banking contributed to the performance of the bank?

1.4 Significance of the Study

The primary goal of this research was to determine how much the implementation of mobile banking platforms can assist Zimbabwean banks grow their financial performance. The study is significant since, despite the availability of similar studies undertaken by other specialists, there is now a void in the literature about this specific environment, emphasising the need for this study. The primary focuses for this research was on Central African Building Society, and the results as well as suggestions can help the bank enhance its financial performance. Furthermore, other researchers and academics may find this study useful as a source of literature in the topic.

1.5 Assumptions

For the study to be successful and productive, the respondents at CABS will supply true, unbiased, and accurate data. The majority of the questionnaires that were given to the respondents in order to collect data were completed, and the data was then analysed and presented in this research study.

1.6 Delimitations of the study

The study was conducted exclusively at the CABS headquarters located in Borrowdale, Harare, Zimbabwe, where the financial divisions are centralized. The research timeframe spanned from August 2023 up to June 2024. The target demographic of the research comprised individuals from three different departments which are the electronic banking, internal audit, and finance departments.

1.7 Limitations

The topic focused on CABS mobile banking as opposed to other products that the bank offers such as mortgage lending, which also impact the bank's financial performance. The study only used financial data related to mobile banking, such as revenue and incremental costs. Respondents were initially reluctant to reveal company information due to the company's expectations of privacy and secrecy, as well as the formal privacy of banking data. The study ensured the confidentiality of all information submitted. Other academic duties limited the amount of time available for conducting the research. In order to manage their research alongside other academic responsibilities, the researcher dedicated extensive hours to their work.

1.8 Definition of terms

Mobile Banking is an online banking service provided by banks to existing clients that allows them to access their banking account and conduct various transactions using a mobile device such as a smartphone while connected to the internet.

Financial Performance –is a subjective measure of how well a firm can use its assets from its primary mode of business and generate revenues.

1.9 Chapter Summary

The chapter primarily aimed to provide a comprehensive background for the two variables under study, namely the adoption of mobile banking and financial success. The problem statement was specifically framed in the context of CABS, and the research objectives, research questions, significance of the study, and limitations were thoroughly addressed. Additionally, the chapter included a clear definition of key concepts relevant to the investigation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter extensive literature from various academics on the impact of mobile banking on financial performance of banks was reviewed. The goal of this chapter was to provide a thorough comprehension of the subject matter. The theoretical and empirical literatures are the domains covered. There will be a summary and a conclusion to this chapter.

2.1 Theoretical Review

2.1.1 Financial intermediation Theory

The financial intermediation theory, originally introduced by Gurley and Shaw in 1960, forms the foundation for understanding the existence of informational asymmetry and agency problems. Financial intermediaries are businesses that operate as intermediaries or facilitators between parties engaged in financial transactions. Examples of such intermediaries include pension funds, building societies, and commercial banks. Their main role is to facilitate the transfer of funds from surplus units to deficit units. The concept of financial intermediation is relevant as this study is examining the impact of mobile banking which is a service provided by CABS. Numerous studies have examined the impact of financial intermediaries on achieving sustainable economic growth and the effects of regulatory frameworks governing their operations. The theory also highlights that financial institutions can lower transaction costs for savers and borrowers. The adoption of mobile banking may have reduced the costs associate with traditional banking leading to improved financial performance. Additionally, the theory has been applied to analyse the transactions of mobile banking in Zimbabwe and its effects on the financial performance of the banking industry.

Scholtens and van Wensveen (2003) describe the role of financial intermediaries as the creation of specialized financial products. These products are developed when intermediaries determine that they can sell them at prices that are projected to cover all production costs, including both direct costs and opportunity costs .The theory is also applied to explain how the adoption of mobile banking has contributed to the performance of the bank.

2.1.2 Innovation diffusion theory

The theory introduced by Bradley and Stewart in 2002 proposes that firms engage in the diffusion of innovation to gain a competitive advantage, reduce costs, and protect their strategic positions. An earlier well-known theory on innovation diffusion, developed by Rogers in 1962, explains how innovations spread among users over time (Liu and Li, 2017). This theory also helps to understand customers' behaviour in adopting or not adopting an innovation. In this particular study the innovation diffusion theory explains the process by which mobile banking is communicated and adopted overtime within CABS and its customers. The diffusion theory suggests that adopters of an innovation can be categorized into five groups based on their level of innovativeness: innovators, early adopters, early majority, late majority, and laggards. As CABS adopted mobile banking earlier the innovation has given the bank a competitive advantage over its competitor's .The innovation diffusion theory provides a lens to understand how the adoption of mobile banking by CABS can translate to improved financial performance.

As mobile banking becomes widely adopted the financial performance of the bank improves through factors such as increased customer acquisition and retention , reduced operation costs and greater efficiency .The innovation diffusion theory helps explain the relationship between mobile banking adoption and financial performance and the performance benefits gained from the innovation .

2.1.3 Market Power and Efficiency Structure Theories

The Market Power (MP) theory asserts that increased external market forces can lead to organizations gaining the ability to raise prices without losing all their customers. In the banking sector, as in other business organizations, market power can manifest in two ways: through product and service differentiation or through ease of search. According to Shepherd (1986), there is a strategic balance point where the trade-off between differentiation and the risk of losing legitimacy can be optimized. Similarly, there is a careful consideration required for balancing the trade-off between ease of search and security. The Market Power (MP) theory classifies investments in Information Communication and Technology (ICT) as endeavours motivated by the pursuit of market power and increased profitability. Furthermore, the theory

suggests that firms with a substantial market share and a well-differentiated portfolio are more likely to outperform their competitors and attain monopolistic profits (Shepherd, 1986).
The Efficiency Structure (ES) theory suggest that increased concentration and profitability result from improved managerial and scale efficiency. Olweny and Shipho ((2019) also highlight the Balanced Portfolio theory, which adds another dimension to the study of bank performance. This theory posits that the composition of a bank's portfolio, its profits, and the returns to its shareholders are the outcome of management decisions and overall policy choices.

2.2 Empirical Review

In a study conducted by Mabwai (2016), the focus was on investigating the impact of mobile banking adoption on the financial performance of Kenyan commercial banks. The primary objective of the researcher was to assess the impact of mobile banking on financial performance. The author aimed to address the broader issue of how mobile banking affects traditional banking transactions. Through a review of the literature, the study highlighted existing unresolved issues related to mobile banking and the lack of insights into its impact on financial activities. The research adopted a census methodology, encompassing all Kenyan commercial banks that had implemented mobile banking. Secondary data from Banking Survey Reports and Audited Financial Statements were utilized for the study. The data in the study was structured and tagged in a manner that facilitated easy analysis using the Statistical Package for Social Sciences (SPSS). To assess the model's reliability and examine the impact of mobile banking on financial performance, an Analysis of Variance (ANOVA) was performed.

The regression analysis in the study revealed several mobile banking variables that positively influenced the financial performance of commercial banks in Kenya. These variables included the annual amount of money moved through mobile banking, the number of mobile banking users, and the available capital for mobile banking investment, assets quality, liquidity, and management efficiency. The six independent variables analysed accounted for 75.1% of the financial performance of Kenyan banks. The study's conclusion highlighted the positive and significant impact of mobile banking on financial performance of banks in Kenya. Policy makers were recommended to incorporate mobile banking in their policy formulations while banks were encouraged to continue using mobile banking platforms. The study also recommended that banks which had not yet implemented mobile banking should consider adopting it. Although the study made noteworthy contributions to the understanding of mobile banking and its impact on financial performance, there is still a need to further explore the implications of mobile banking specifically within the context of the Zimbabwean economy.

Asimwe E (2019) conducted a research study on the impact of mobile banking on the financial performance of commercial banks in Hoima District, focusing on Equity Bank. The primary objective of the research was to assess the impact of mobile banking on the financial performance of banks in Uganda. The secondary objectives were to investigate the impact of funds transfer, bill payment, and account inquiry on the financial performance of Equity Bank's Hoima Branch. The research showed that fund transfer were not favourable according to 80% of the respondents. Additionally, the study found that bill payment positively impacted financial performance, with an average index of 3.34, indicating a 67% improvement. Respondents also indicated that bill payment through mobile services was convenient and cost-effective. Furthermore, the study revealed that account inquiry contributed to a 78% improvement in financial performance, with an average index of 3.89. However, 90.4% of the respondents expressed dissatisfaction with the high charges associated with account inquiry. Based on the findings, the study recommended that financial institutions should reduce transfer charges to encourage customers to increase the frequency of fund transfers. Customers should also be encouraged to utilize mobile services for bill payments, considering its convenience and cost-effectiveness. Furthermore, financial institutions were advised to lower inquiry charges, as the majority of respondents expressed dissatisfaction with the high fees.

Kathuo et al (2017) undertook a research study to assess the impact of mobile banking on the financial performance of banking institutions in Kenya. The study looked at how the Co-operative Bank of Kenya performs in relation to mobile banking. The impact of mobile banking revenues, mobile lending, client uptake, and operating expenses on the performance of the Co-operative Bank of Kenya were the four primary goals of the study. Secondary data was taken from the quarterly electronic banking reports using a quantitative research design. Profit before tax was employed as a measure of the dependent variable in a regression model that was used to demonstrate a relationship between performance and mobile banking. Regression analysis using XLSTAT was used to evaluate the data. It revealed a positive correlation between mobile lending, customer uptake, and mobile banking revenues. The research findings showed a significant increase in the number of mobile banking transactions over the past five years since the introduction of mobile banking services. Consequently, banks that have embraced mobile banking have experienced a notable expansion in their customer base, resulting in improved financial performance. The research findings indicated that banks are providing diverse mobile banking products such as account to account fund transfers, electronic funds transfer, bill payment services and the option to request cheque books and bank statements .The availability of these mobile banking products has contributed to increased operational efficiency in banking services, ultimately leading to improved financial performance for the bank that offer them. In summary the study concluded that the adoption of mobile banking has a positive impact on the financial performance of banks in Kenya .The availability of diverse mobile banking products has facilitated increased efficiency and customer convenience ultimately contributing to improved financial outcome to the bank.

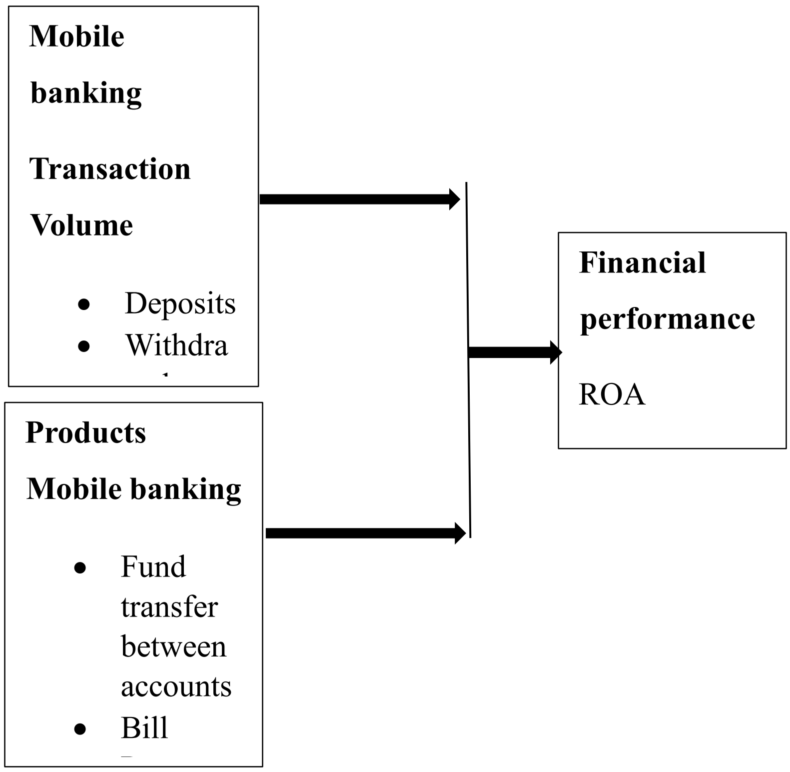
A study conducted by Hauwa Daniyan Bagudu et al. (2017) aimed to analyse the influence of mobile banking on the performance of commercial banks in Nigeria. The primary objective of the study was to examine the impact of mobile banking on the financial performance of commercial banks operating in the country. The research adopted a descriptive approach, utilizing survey questionnaires to assess the relationship between mobile banking and financial performance. Descriptive statistics, such as charts, were employed to analyse the collected data. The primary source of data for the study was structured questionnaires, which were distributed to financial managers in 22 commercial banks in Nigeria. A total of 20 questionnaires were retrieved, representing a response rate of 91%. According to the study's results it was determined that the pricing of mobile banking services had a positive impact on the financial performance of commercial banks in Nigeria. Mobile banking was found to improve operational efficiency and foster confidence in the financial system, thereby gaining public trust. Drawing from the study's conclusions it was recommended that banks operating in Nigeria should develop transparent and equitable pricing structures for mobile banking services .By doing so It would ensure a fair and competitive market environment for all banking institutions preventing any potential exploitation of customers .Additionally, the study suggested that financial institutions should continue offering low transaction rates within their mobile networks and ensure the protection of customer deposits. While the study focused on Nigerian banks, there remains a research gap in understanding the impact of mobile banking on banks in Zimbabwe. Therefore, this current study aims to address and fill that gap by examining the effects of mobile banking on Zimbabwean banks.

Munyengeterwa (2020) conducted a study to examine the influence of financial inclusion technologies including Automated Teller Machines (ATMs), mobile banking, internet banking, and point of sale (POS) transactions, on the financial performance of banks in Zimbabwe. The research employed an explanatory design and focused on all 13 commercial banks in

Zimbabwe during a six-year period from 2014 to 2018. Fixed and random effects, were employed for panel data estimation. The study evaluated the relationship between ATMs, mobile banking, internet banking, and point of sale transactions and the financial performance of banks, measured through return on assets. The results of the study found that, during study period, all commercial banks in Zimbabwe used digital banking services such as point-of-sale, automated teller machines (ATMs), online banking, and mobile banking. The banks' financial performance increased between 2013 and 2018, as indicated by the return on assets. According to regression analysis, there was a corresponding increase of 0.6%, 0.9%, and 0.5% for each 1% increase in mobile banking, ATM, and online banking, respectively. On the other hand, a 0.7% decline in financial performance was linked to a 1% increase in POS transactions. According to the findings, the study recommended that banks should continue to innovate by designing new products accessible to customers who utilize digital banking methods. Additionally , the government of Zimbabwe was advised to implement robust macroeconomic policies to facilitate economic recovery , enabling the commercial banks to fully leverage the benefits of digital banking .It is worth noting that while the study focused on Financial inclusion it left a gap regarding the effects of mobile banking adoption on overall financial performance

Njanike et al. (2019) conducted an exploratory study in Zimbabwe with the objective of examining the adoption and benefits of SMS/mobile banking services. The research aimed to explore the advantages of SMS banking and the challenges faced by banks in adopting this technology as an alternative delivery channel. The study utilized an exploratory research design and selected a sample of 15 commercial banks, including those that offered SMS banking services and other banks that had not yet adopted it. The main participants in the study were marketing staff and electronic banking personnel from banks. They provided information on the services offered, adoption rates, transaction volumes, and application security. The data was obtained by questionnaires and follow-up interviews conducted over a duration of one month. The findings were presented using tables and graphs, and descriptive statistics were computed to explain the results. The research confirmed the idea that in developing countries, the appeal of SMS banking lies more in its accessibility and affordability. This situation was made worse by Zimbabwe's lack of regulations for electronic banking; the study recommended that banks increase awareness campaigns and that policies and regulations be developed for electronic banking in the country. Although SMS banking was introduced in 2004, it was still in its early stages of development. According to the study, accessibility and affordability were identified as the primary drivers for the adoption of SMS banking. It is worth noting that although the focus of this study was on the adoption of mobile banking, there is a gap in understanding the potential effects of mobile banking adoption on the financial performance of banks in Zimbabwe. Hence, the objective of this current study is to address and bridge that gap.

2.3 Conceptual Framework



2.3.1Mobile banking transactions Volume

Payment system providers, cell operators, and banks have been exploring branchless banking models as a way to cut costs in recent years. These models involve shifting small-value transactions from traditional banking halls to local retail stores, where agents such as gas stations, airtime vendors, and shopkeepers are equipped to perform various banking services. Customers can open new accounts, deposits money, process funds transfers, and withdraw funds using their mobile phones, with transaction information relayed back to the bank or telecommunications provider. This allows customers to send and receive electronic money from anywhere with cellular service. The need to visit a retail agent is only necessary for cash deposits and withdrawals (Salzaman, Palen, and Harper, 2015).

2.3.1 Mobile banking Products

Mobile banking, mobile payments, and mobile transfer encompass a range of applications that enable clients to utilize mobile phones to conduct various banking activities including account management, value storage, funds transfer and accessing financial product such as credit or insurance .These advancements have significantly improved the accessibility of financial services benefiting both developed and developing regions. The mobile banking platform offers a convenient additional method for managing money without handling cash (Karjaluto 2014).Such banking services include Automated Teller machines and point of sale.

2.3.2 Financial Performance

Financial performance pertains to the stability and security of depositors' funds within a stable banking system, as outlined by the Bank of Uganda (2018). The financial well-being of a financial institution can vary among banks, indicating different levels of strength and capability (Kiaritha, 2017). It serves as a comprehensive indicator of a bank's overall financial health and ability to withstand challenges over a period of time.

Return on Assets, or ROA, is a crucial ratio that evaluates a bank's profitability. It is the ratio of income to total assets (Khrawish, 2021). In other words, it shows how well the bank can make money by using its available assets .ROE (Return on Equity) is a ratio that compares a company's profitability in relation to its total shareholders' equity as stated on the statement of financial position .It is a significant ratio for shareholders because it indicates shareholder's return they on their investments .The objective of this study is to assess the impact of incremental costs and revenue associated with mobile banking on financial performance indicators such as ROE, ROA. The study aims to determine the extent to which mobile banking influences the total revenue of the bank and cash flow from operations among other methods of evaluating financial performance.

2.4 Summary

This chapter began with an introduction and exploration of theoretical framework .It offered definitions of the variables under scrutiny and delved into the theories that served as the foundation of the study. Furthermore the chapter examined existing empirical literature to identify studies conducted by other researchers in diverse countries. However it was noted that most of these studies were conducted in economic environments that differed from that of Zimbabwe .Therefore the purpose of this research is to address this gap by focusing specifically on the context of Zimbabwe.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, a comprehensive outline of the research methods employed in this study is presented to address the objectives of the study. It offers a concise and accurate description of the methodology employed. Specifically, this chapter discusses the research design, the target population and the approach for Sampling, the research instruments utilized, the data collection procedures, and the methods employed for data analysis.

3.1 Research Design

Research design refers to the overall plan or framework that guides the entire research process. It outlines the strategies and procedures that will be used to collect and analyze data in order to address the research questions or objectives. A research design provides a structure for organizing and conducting the study, ensuring that the research is systematic, reliable, and valid (Creswell .J.W 2013). This study implemented a descriptive research design where data will be analyzed using the Statistical Package for Social Sciences(SPSS) .According to Teo et al. (2017), research design can be understood as a comprehensive blueprint that offers solutions to the fundamental inquiries of "who, what, when, where, and how" concerning a particular research problem. In other words, it serves as a strategic framework that addresses key aspects such as the participants involved, the nature of the research, the timing of the study, the location or setting, and the methodologies employed. It provides a structured approach to investigating the research problem by outlining the essential elements necessary for conducting the study effectively. Quantitative research is a systematic examination of observable circumstances using statistical and mathematical techniques. According to Wilkinson (2015), it involves the objective discovery of factual information about situations, relying on well-defined and measurable assumptions. In quantitative research, data is gathered using numerical values that can be classified, ordered, or measured. However, in the present research, quantitative methods were employed to analyze information derived from audited financial statements as well as questionnaires. This approach was deemed applicable because numerical values were utilized to categorize questionnaire responses, as well as to interpret and draw conclusions from the data presented in audited financial statements. By employing quantitative methods, the study aimed to utilize numerical data to facilitate meaningful analysis and interpretation of both questionnaire responses and financial information.

3.2 Population

According to Wilkinson (2015), a population refers to a collective group of individuals from which samples are selected for statistical measurement. In the context of this particular study, the population consisted of various departments within CABS Headquarters No 3North end close Northridge Park Harare, including the department of finance, department of electronic banking, and department of internal audit. Thirty five people comprised the target population for the study.

3.2.1 Sample size

Sampling is an essential component of statistical analysis where researchers carefully choose a specific number of observations from a larger population (Gentles 2016). The utilization of a sample population was useful in achieving the research objectives and ensuring the success of the study, given that the focus of the research was restricted to employees of CABS.

Oliveira and Martins (2017) highlighted that an appropriately sized sample, which is neither excessively large nor too small, is essential for generating sufficient and relevant information to conduct a research study. A large sample, within a reasonable range, can yield adequate data that is suitable for the research objectives. On the other hand, a sample that is too small may lead to insufficient and inadequate information, limiting the validity and reliability of the study. Therefore, it is crucial to strike the right balance in sample size to ensure the research is effectively supported by the collected data. According to Brick and Wood (2018), a sample population that accurately represents the target population should ideally consist of 50% or more of the total population. This means that the selected sample should be sufficiently large to provide a reliable reflection of the characteristics and attributes of the broader population. Supporting this perspective, Good and Hart (2020) argue that even better reliability can be achieved when the sample size exceeds 50% of the total population. In other words, a larger sample size increases the likelihood of obtaining dependable and trustworthy results. Therefore, both sources emphasize the importance of selecting a sample size that is significant enough to ensure the reliability and representativeness of the research outcomes.

The composition of the sample population is depicted in Table 3.2.2 below.

Table 3.4.1 1 composition of the sample population

Target group	Population	Sample size	Percentage
Finance Department	16	12	75%
Internal Audit	11	6	55%
Electronic Banking	8	8	100%
Total	35	26	74%

The study successfully demonstrated a significant representation of the target population, as the sample population accounted for 74%, surpassing the 50% threshold. The researchers utilized stratified sampling as the approach for selecting the sample population.

3.2.3 Stratified Sampling

Stratified sampling is a sampling technique that involves dividing a population into distinct and relatively homogeneous subgroups, and then obtaining a representative sample from each subgroup. Stratified sampling is utilized by researchers to guarantee the inclusion of certain subgroups within their sample. Additionally, stratified sampling was used by the researcher to obtain accurate estimates of the characteristics of each group within the population. However, in this method it is crucial for the researchers to possess adequate information that enables them to appropriately allocate subjects to their respective strata. (Elfil and Negida 2017).

Sources of data

3.3 Primary data

Primary data refers to an original report presenting the results obtained from data collected directly from a population sample. Primary data consists of first-hand information that the researcher collects directly. It provides unprocessed and pertinent responses to definite research questions, offering an accurate perspective on the results. However, gathering primary data can be expensive. Additionally, there is a possibility of respondents making errors or omissions when giving out responses to questionnaires, and the researcher do not have control over this during data collection. It is crucial for the researcher to possess the necessary skills to collect data effectively, ensuring that the information gathered is comprehensive and reliable. In this study, primary data was collected through interviews and questionnaires, encompassing information about the respondents' demographics and also their opinions on of CABS performance.

Research Instruments

3.3.1 Interviews

An interview is a means of gathering or collecting data by asking questions to individuals who have knowledge, experience or opinions on a specific topic or subject matter (Easwaramoorthy and Fataneh 2006). Semi-structured interviews were employed in this research to gather insights from CABS respondents, with a specific focus on the research topic. These interview formats provided participants with the opportunity to openly share their opinions about the organization's performance and identify potential areas for improvement. The interviews yielded qualitative data that was comparable, reliable, and relevant (Kapoulas, 2020; Fontana et al., 2015).

3.3.2 Questionnaires

For this specific study, closed-ended questionnaires were utilized to collect data specifically related to the influence of mobile banking on the financial performance of CABS bank. The use of close ended questionnaires to collect information made the research process easier and faster due to the limitation on responses provided .Closed ended questions streamline the data collection process enabling a quick and effortless acquisition of responses and facilitating the comparison of different responses.

3.4 The Likert scale

Bhandari and Nikolopoulu (2020), a likert scale is a technique employed to measure and categorize responses provided by respondents in qualitative data. It is utilized as a means of data analysis. It facilitates straightforward explanation of the collected data. In this research, the Likert scale was employed to enable respondents to choose the best suitable response for every question in the questionnaires.

Table 3.4.1 2 ***The Likert Scale***

Strongly Disagree	Disagree	Neutral	Disagree	Strongly Agree
(1)	(2)	(3)	(4)	(5)

3.5 Validity and Reliability of Data

To ensure the validity and reliability of the data, this research employed Cronbach Alpha test and also pilot study .The test was used to test the relationship between variables .A Cronbach alpha coefficient greater than 0.7 is considered reliable The positive feedback received from the pilot study participants, who found the questions easy to answer, also reinforced the validity and reliability of the data collected through the questionnaires.

3.6 Data Presentation Techniques

The data collected was visually presented through the use of graphs, pie charts, and tables. Tables present numerical data in a clear and organized manner, making it easier for readers to comprehend. Tables facilitate the classification of data into categories, enhancing the interpretability of the information. However, tables may not be suitable for large amounts of numerical data as they may not effectively display trends or connections between data points. Graphs provide a visual representation of trends or results within a dataset, offering an easily understandable depiction. Graphs can present information in a more intuitive and accessible manner.

3.7 Data Analysis Techniques

The analysis of the data encompassed both qualitative and quantitative approaches through the utilization of descriptive statistical tools such as frequency, valid percentage of results with the help of SPSS (statistical analysis packages for social science software program).Descriptive analysis was used to describe the data that was collected from questionnaires in the form of frequency, percentage and tabulation form.

3.8 Ethical Considerations

The research demonstrated a strong commitment to ethical considerations. The study ensured the adherence to ethical standards, as highlighted by (McShane and Pekele 2018). Confidentiality was of utmost importance throughout the study conducted at CABS. The information obtained from research instruments was treated with strict confidentiality, with respondents from different departments remaining anonymous by withholding their identities. The data collected was handled with impartiality. Prior to their participation, the participants were adequately informed about objectives of the research, and their involvement was voluntary, with permission obtained from their employer.

3.9 Chapter Summary

This chapter specifically addressed the research techniques employed to address the research objectives. This encompassed various aspects such as research design, selection of the population, methods of data collection, presentation of data and analysis of data.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

The chapter presented and analyzed data collected from research instruments including questionnaires and interviews as outlined in chapter three. Data collected from questionnaires was visually presented through graphs, pie charts and tables .The chapter concluded with a summary at the end.

4.1 Questionnaire Response Rate

Response rate is a commonly used measurement expressed as a percentage, serving to indicate the relative number of distributed questionnaires that were returned to the researcher (Harnet and Murphy 2013) .In this research study 26 people formed the target population , 26 questionnaires were distributed a and 24 questionnaires were answered and returned out of the 26 (92%). The response rate in shown on table 4.1below.

Table 4.1.2 1 Questionnaire Response rate

Responding group	Questionnaire distributed	Returned Questionnaire	Response Rate
Finance Department	12	11	92%
Internal Audit	6	5	83%
Electronic Banking	8	8	100%

Total	26	24	92%

As shown in the above table 4.1, out of the 12 Questionnaires distributed to the Finance Department, 11 were returned giving a response rate of 92% .In the internal audit department 6 questionnaires were distributed and among them 5 were completed while 1 was not submitted. However in the electronic banking department 8 questionnaires were distributed and all of them were responded to giving a 100% response rate. Overall the distributed questionnaires contributed a 92% response rate .According to (Kahn and Carnell 2014) a better and sufficient response rate should be at least exceed 75 %. The authors further explain that this ensures validity of the research. This current study achieved a 92% response rate hence it is valid.

4.2 Demographic Information

4.2.1 Gender of the research respondents

Table 4.2.1 Gender of the research respondents

	Frequency	Valid percent %
Male	14	58
Female	10	42
Total	24	100

As illustrated in Table 4.2 the research respondents consisted of 58% males and 42% females. There was a significant disparity between the number of male responses and female responses in the sample. The study's objectives remain unaffected by the higher number of male respondents compared to female respondents in terms of the data quality collected.

4.3 Reliability Test Cronbach Alpha Test

Table 4.3. 1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.866	3

From the above table the Cronbach Alpha test was .867 which indicates that the research instruments were reliable. A reliable coefficient of .70 or higher is considered acceptable and in this case the alpha coefficient for the three items is .867 suggesting that the items have relatively high internal consistency.

4.4 Analysis of Research related questions

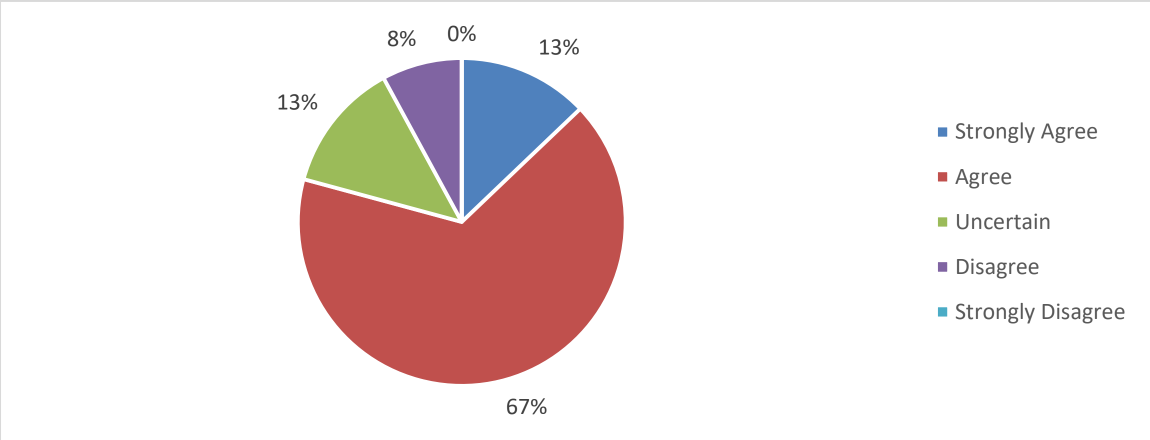
4.4.1 The relationship between mobile banking and financial performance

Table 4.4.1 Mobile banking has an impact on financial performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	7.7	8.3	8.3
	Uncertain / Neutral	3	11.5	12.5	20.8
	Agree	16	61.5	66.7	87.5
	Strongly Agree	3	11.5	12.5	100.0
	Total	24	92.3	100.0	

Source: Primary data 2024

Fig 4.4.1 1 Mobile banking influences financial performance



According to the findings presented in Figure 4.4.1 13%(3out of 24) strongly agree , 67% (16 out of 24)agree , 13% are uncertain and 8% disagree with the notion that mobile banking influence financial performance .In total 80% of the respondents believe that there is a direct correlation between mobile banking and financial performance .These results align with the research conducted by (Kithaka 2014) who utilized a regression model to examine the impact of mobile banking on financial performance . The study concluded that mobile banking has a positive and significant effect on the financial performance of banks .Potential factors contributing to this positive relationship may include the substantial amount of money transacted through mobile banking systems annually, the investment of capital in mobile banking and the liquidity of banks.

4.5 Performance benefits gained through the adoption of mobile banking

Table 4.5.1 Efficiency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Uncertain / Neutral	2	7.7	8.3	8.3
	Agree	16	61.5	66.7	75.0
	Strongly Agree	6	23.1	25.0	100.0
	Total	24	92.3	100.0	

Source: Primary data 2024

Table 4.5.2 1 advanced e-commerce integration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Uncertain / Neutral	1	3.8	4.2	4.2
	Agree	2	7.7	8.3	12.5
	Strongly Agree	21	80.8	87.5	100.0
	Total	24	92.3	100.0	

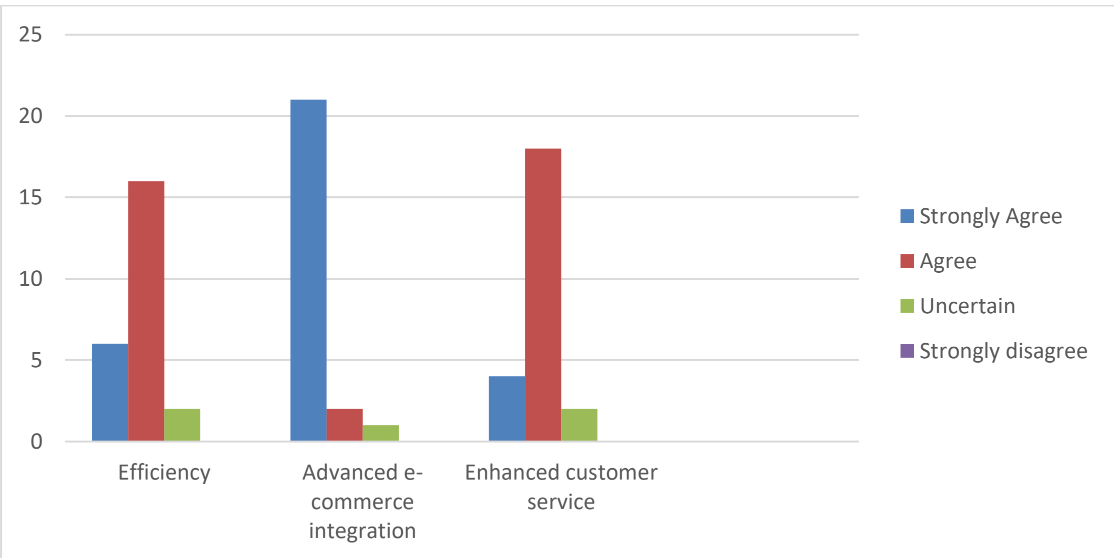
Source: Primary data 2024

Table 4.5.3 Enhanced Customer Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Uncertain / Neutral	2	7.7	8.3	8.3
	Agree	18	69.2	75.0	83.3
	Strongly Agree	4	15.4	16.7	100.0
	Total	24	92.3	100.0	

Source: Primary data 2024

Fig 4.5.4 Performance benefits gained through mobile banking



4.5.4 Efficiency

According the above Table 4.5.1 25% (6 out of 24) of the respondents strongly agreed and 67% (16 out of 24 agreed that efficiency is a performance benefit gained by the bank through mobile banking. Additionally 8% (2 out of 24) were uncertain about the aspect Overall 92% of the participants believe that mobile banking increased the bank's efficiency This view point is supported by (Bochaberi and Job 2021) who highlighted that a mobile banking system enables better service provision to clients . With mobile banking clients can access banking services without the need to visit physical branches or ATMs allowing banking staff to focus on other tasks .Clients can conveniently perform all their banking activities from the comfort of their homes .The implementation of a mobile banking system also helps banks reduce operational costs as stated by (Mutual 2015). The additional costs associated with mobile banking are minimal compared to those of other banking service delivery channels. Consequently the bank becomes more efficient and profitable with mobile banking, as the financial resources invested in this area generate returns which are profitable.

4.5.5 Advanced E-commerce Integration

From the data presented in figure 4.5.2 a significant majority of respondents (86%) 21 out of 24 strongly agreed that advanced e-commerce integration is a performance benefit gained by CABS through the adoption of mobile banking . Additionally 8% (2 out of 24) agreed with this notion while another 4% were uncertain. Overall a substantial 91% of the participants expressed the opinion that mobile banking adoption leads to advanced e-commerce. This view point is supported by the research conducted by (Wanjiru and Miriti 2017) who highlighted the positive impact of ecommerce on online business operations, the bank's reputation and the internal applications within the organization. Since a significant number of respondents have agreed we can safely conclude that e-commerce integration is another performance benefit gained through mobile banking adoption.

4.5.6 Enhanced Customer Service

According to table 4.5.3 17% (4 out of 24) of the respondents strongly agreed and 75% (18 out of 24) agreed that enhanced customer service has been another performance benefit gained by CABS due to the adoption of mobile banking . Only a small percentage 8% (2 out of 24) were uncertain. Overall 92% of the respondents believed that mobile banking has led to improved customer service. (Yang et al 2021) supports this viewpoint by highlighting the influence of service quality on organizational performance. They argue that high quality services resulting from efficient business processes can improve sales margins and enhance the financial performance of an organization. Given that only 8% of the respondents were uncertain it can be concluded that mobile banking adoption leads to improved customer service for CABS.

4.6 The contribution of mobile banking on financial performance

Mobile banking has contributed to financial performance in the following ways

Table 4.6.1 Growth of the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Uncertain / Neutral	14	53.8	58.3	58.3
	Agree	7	26.9	29.2	87.5
	Strongly Agree	3	11.5	12.5	100.0
	Total	24	92.3	100.0	

Source: Primary data 2024

Table 4.6.2 1 Increase in customer portfolio

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	4	15.4	16.7	16.7
	Strongly Agree	20	76.9	83.3	100.0
	Total	24	92.3	100.0	

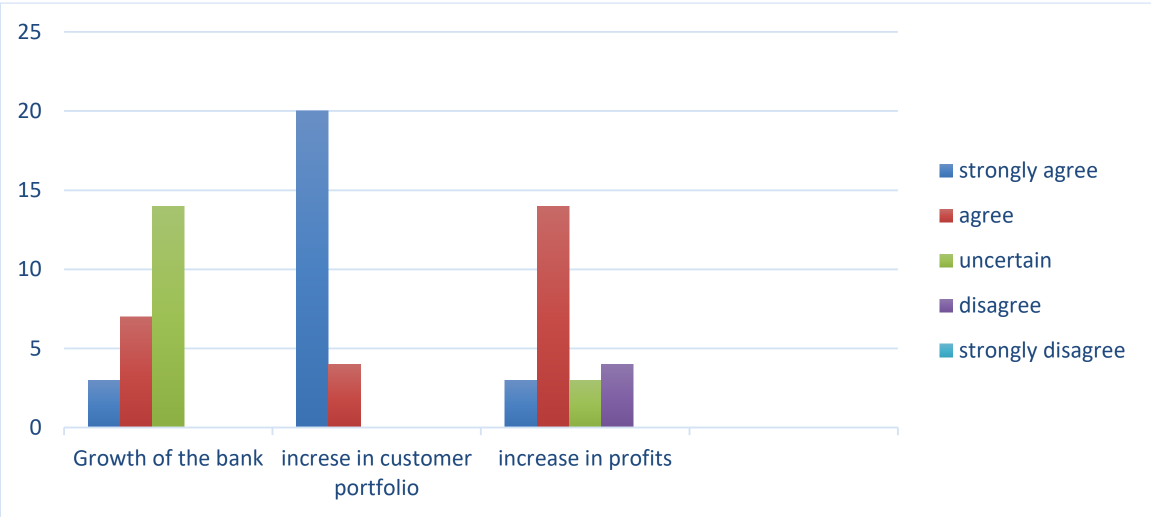
Source: Primary data 2024

Table 4.6.3 1 ***Increase in Profits***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	15.4	16.7	16.7
	Uncertain / Neutral	3	11.5	12.5	29.2
	Agree	13	50.0	54.2	83.3
	Strongly Agree	4	15.4	16.7	100.0
	Total	24	92.3	100.0	

Source: Primary data 2024

Fig 4.6.4 1 Contribution of mobile banking on financial performance



4.6.5 Growth of the bank

According to Figure 4.6.1 only 13% (3 out of 24) of the respondents strongly agreed that mobile banking has contributed to the growth of CABS and 29% agreed with the notion. A significant 58% of the respondents were uncertain and did not know whether mobile banking has contributed to the CABS growth. Barker 2013 highlights that there while mobile banking is a profitable delivery channel due to its low costs, it is important to recognize that banks have been operating profitably for many years prior to the introduction of mobile banking. In the case of CABS which primarily focus on providing a range of financial services including banking, short and long term insurance, asset management, securities trading and property investments, it can be inferred that mobile banking has not played a substantial role in the bank's growth especially considering the high level of uncertainty among the respondents.

4.6.6 Increase in customer portfolio

As illustrated in figure 4.6.2, a significant 83 % (20 out of 24) strongly agreed and 17% (4 out of 24) of the respondents agreed that mobile banking has contributed to the increase in the customer portfolio of CABS. Notably all respondents accounting to 100% believed that mobile banking played a significant role in the bank's customer portfolio growth. (Ngago 2015) emphasizes that individuals who are financially excluded are particularly interested in adopting a service like mobile banking that caters to their needs. In conclusion it can be inferred that mobile banking has indeed made a substantial contribution to the increase the CABS' customer portfolio.

4.6.7 Increase in profits

As shown in figure 4.6.3 above only 13%of the respondents (3 out of 24) strongly agreed , while 58% (14 out of 24) agreed that mobile banking has contributed to the increase in profits of CABS .Additionally 13% (3 out of 24) were neutral of the notion and 17% (4 out of 24) disagreed . In total 70% of the respondents believed that mobile banking enhances CABS profitability. (Agarwal et al 2017) stressed that mobile banking enhances customer satisfaction due to its user friendly nature and efficiency which in turn improves sales margins and profitability. Similarly (Harris and Davenport 2013) note that mobile banking has low operational costs for banks and generates revenue through high volumes of transactions contributing to profitability. Based on these observations it can be concluded that mobile banking indeed contributes to increase in profits of CABS.

4.7 Analysis of interview questions

4.7.1 Have you noted a change in the financial performance of CABS since the adoption of mobile banking?

The respondents acknowledged that there have been significant transformations in the banks' performance since the introduction of mobile banking in 2011. They specifically mentioned a

30% growth, an expanded customer base, and increased revenue as notable changes. The respondents firmly believed that mobile banking played a role in bringing about these positive developments.

4.7.2 What are the key differences you have noted in the performance of CABS since pre-adoption and post-adoption of mobile banking?

The respondents reached a consensus regarding the primary differences between CABS' performance before and after the adoption of mobile banking. These differences encompassed changes in transaction volume and value, shifts in the customer portfolio, and alterations in profitability. Following the adoption of mobile banking, there has been a substantial and noteworthy increase in transaction volume, with the majority of these transactions being conducted through mobile banking channels. A respondent from the finance department highlighted that the department had to recruit additional personnel to manage the increased workload resulting from the surge in transaction volume. The respondents also emphasized a significant expansion in the bank's customer portfolio since 2011, with a majority of the new customers being registered with Textacash.

4.7.3 What are the primary factors that motivate consumers to adopt mobile banking?

The predominant answer to this query indicated that consumers are driven to adopt mobile banking due to its affordability. They highlighted that the process of opening an account is free, and transaction costs are minimal. Convenience and efficiency were also mentioned as motivating factors for consumers to sign up for mobile banking. Those living in areas with limited access to physical bank branches no longer need to undertake long journeys to reach a banking hall, thanks to the convenience of mobile banking. Furthermore, an emerging response from the respondents emphasized that consumers appreciate mobile banking for its cost-effectiveness.

4.7.4 Has the bank gained advantages over its competitors through its early adoption of mobile banking?

According to the respondents, CABS reaped significant advantages from its early adoption of mobile banking. These benefits encompassed capturing a substantial market share of previously unbanked individuals, attracting clients who switched from other banks to CABS due to the convenience of mobile banking. As a result, CABS currently holds a substantial portion of the mobile banking market in Zimbabwe.

4.8 Analysis of key findings

The findings revealed a positive and significant relationship between mobile banking and financial performance. This is consistent with the study conducted by (Kithaka 2014) who utilized a regression model to examine the impact of mobile banking on financial performance. The study concluded that mobile banking has a positive and significant effect on the financial performance of banks .Potential factors contributing to this positive relationship may include the substantial amount of money transacted through mobile banking systems annually, the investment of capital in mobile banking and the liquidity of banks .The study also identified several performance benefits that CABS gained through the adoption of mobile banking such as improved customer service , improved customer base and enhanced efficiency .These findings align with the study conducted by (Ngugi et al 2010). This view point is supported by (Bochaberi and Job 2021) who highlighted that a mobile banking system enables better service provision to clients. With mobile banking clients can access banking services without the need to visit physical branches or ATMs allowing banking staff to focus on other tasks .Clients can conveniently perform all their banking activities from the comfort of their homes .The implementation of a mobile banking system also helps banks reduce operational costs as stated by (Mutual 2015).Another key finding that was established by the study is that mobile banking adoption resulted in reduced operational costs and also it has contributed to increased profitability, market share and customer base for the bank.

4.9 Chapter Summary

This chapter focused on presenting and analysing data collected through different research instruments outlined in the previous chapter. The data was presented using graphs, tables and pie charts .Furthermore the findings from the study were contextualized by drawing connections to relevant research conducted by other scholars who have conducted similar research topic.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes study findings, recommendations and conclusions from chapter 1-4 on the impact of mobile banking adoption on financial performance.

5.1 Summary of findings

The primary objective of the study was to investigate the impact of mobile banking adoption on financial performance .The study specifically focused on the case of Central Africa Building Society.

5.1.1 The relationship between mobile banking adoption and financial performance

From the findings in chapter 4, it was observed that mobile banking has a positive impact on financial performance of CABS .The widespread adoption of mobile banking services is a key driver of improved financial outcomes for the bank. Factors such as transaction volumes, capital investment and liquidity enhancement contribute to the relationship between mobile banking and financial performance.

5.1.2 Performance benefits gained through mobile banking

The adoption of mobile banking has provided significant performance benefits in terms of improved efficiency, advanced e-commerce integration and enhanced customer service .Improved efficiency is due to mobile banking allowing clients to access services remotely reducing the need for branch visits and freeing up staff to focus on other tasks .It also reduces operational costs to the bank. Advanced e-commerce integration has improved online business operations, the bank's reputation and internal applications. High quality services resulting from efficient mobile banking processes can improve sales and financial performance thereby resulting in enhanced customer service.

5.1.3 The contribution of mobile banking on CABS financial performance

The study showed that mobile banking has had a significant impact on cabs bank's financial performance in certain areas but not others. The data indicates that mobile banking has been a key driver of growth in CABS customer base, which is an important financial metric .However its impact on overall organizational growth and profitability is more mixed .While a majority of respondents felt it contributed to higher profits, there was also a sizable minority who were uncertain.

The qualitative interviews data reinforces survey findings indicating that the adoption of mobile banking has had a tangible positive impact on the financial performance of CABS. This underscores the importance embracing mobile banking technologies as a strategic initiative to drive growth and profitability in the banking sector. The study revealed that the adoption of mobile banking has led to significant improvements in the financial performance since its introduction in 2011 and the key changes are growth in the bank's performance, expanded customer base and increased revenue.

5.2 Conclusions

5.2.1 How mobile banking affect financial performance

The research found out that a significant majority of the respondents believe that mobile banking has a has a direct influence on financial performance .The research provides strong evidence that mobile banking is a key driver of financial performance for CABS.As mobile banking continues to grow in adoption and capability banks that effectively leverage this technology are likely to enjoy a competitive advantage and improved financial outcomes. These findings highlight the strategic importance of mobile banking for the banking industry.

5.2.2 Performance benefits gained from mobile banking

The study also revealed that mobile banking adoption has led to several key performance benefits for the bank. The research provided a strong evidence that mobile banking has generated significant performance benefits for the bank in terms of improved efficiency, advanced e-commerce integration and enhanced customer service .These advantages contribute to the bank's improved financial performance.

5.2.3 Contribution of mobile banking to CABS financial performance

On the contribution of mobile banking to CABS financial performance, the research concludes that while mobile banking may not have been a significant driver of CABS overall growth, it has played a crucial role in expanding the banks customer portfolio and enhancing its profitability. The increased customer satisfaction, efficiency and low operational cost associated with mobile banking appear to be key factors contributing to its positive impact on the bank's financial performance. Given that CABS focus on providing a range of financial services it can be concluded that mobile banking may not have played a substantial role in the overall growth of the bank .The survey data also showed that mobile banking has had a positive impact CABS ‘customer portfolio .Based on this it can be concluded that mobile banking has made a substantial contribution to expanding the bank’s customer portfolio.

5.3 Recommendations

The research findings clearly indicate that mobile banking has had a significant positive impact on CABS financial performance including increased growth, expanded customer base and improved profitability .Given these benefits CABS the research recommend that it should continue to invest in enhancing its mobile banking platform and expanding the range of services offered through its channel.

The research also recommends focus on improving efficiency and customer service .The data from the findings shows that mobile banking has contributed to increased efficiency and enhanced customer service for CABS, therefore the researcher recommends that the bank should continue to leverage mobile banking technology to streamline operations, reduce costs and provide a superior customer experience .This could involve automating more processes, improving app functionality and enhancing self service capabilities.

Integrating mobile banking with e-commerce was also another recommendation that was drawn from the research The research findings indicate that advanced e-commerce integration is a key performance benefit of mobile banking adoption therefore CABS should explore ways to further integrate its mobile banking platform with e-commerce capabilities enabling customers to seamlessly conduct a wide range of financial transactions and business activities through their mobile devices.

CABS should continuously monitor and optimize mobile banking performance through establishing robust performance management systems to regularly monitor and evaluate the impact of mobile banking on its financial performance. This will allow the bank to identify areas for improvement, make data driven decisions and ensure that mobile banking remains a strategic driver of growth and profitability.

Lastly CABS should promote mobile banking adoption and utilization. While mobile banking has led to an increase in the bank’s customer portfolio, there appears to be some uncertainty among respondents regarding its contribution to the bank’s overall growth .To fully capture the benefits of mobile banking, CABS should focus on driving greater adoption and usage among its customer base through targeted marketing, consumer education and incentives.

5.4 Suggestion for further

The researcher suggest a further study on Variations in the financial performance benefits for example cost savings revenue generation and customer acquisition realised by urban banks versus rural banks through mobile banking .

5.5 Summary

The concluding chapter discussed the major findings of the research study .It provided an overview of the research findings, conclusions and recommendations .The chapter concluded that CABS stands to gain significantly by increasing its commitment to mobile banking technology. This will enhance its financial performance and maintain a strong competitive position in the market.

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APPENDIX 1 QUESTIONNAIRE

This questionnaire has been prepared by a final year student studying a Bachelor of Commerce Honors Degree in Banking and Finance at Bindura University of Science Education. In partial fulfilment of the program, every student is required to conduct a dissertation on a topic of her/his choice.

Research Topic

The Impact of Mobile Banking Adoption on Financial performance: A Case of Central Africa Building Society.

Instructions

Please indicate your response by ticking in the box corresponding your desired response.

Please do not write your name anywhere on this questionnaire.

Kindly assist by completing the questionnaire. Information provided shall be treated with strict confidentiality and used for academic purposes only.

SECTION A

Please tick where appropriate

1. Department in which one is stationed

Finance	Internal Audit	Electronic Banking

SECTION B

1. The relationship between mobile banking and financial performance

	Strongly Agree	Agree	Neutral / Uncertain	Disagree	Strongly Disagree
Mobile banking has an impact on Financial performance					

3. The following performance benefits were gained through adoption of mobile banking

	Strongly Agree	Agree	Neutral/ Uncertain	Disagree	Strongly Disagree
Efficiency					
Advanced e-Commerce Integration					
Improved Customer Service					

4. Mobile banking has contributed in the following ways to the financial performance

	Strongly Agree	Agree	Neutral / Uncertain	Disagree	Strongly Disagree
Growth of the Organization					
Increase in customer portfolio					
Increase in Profits					

APPENDIX 2 INTERVIEW GUIDE

Interview Guide for Staff

My name is Samantha Chari and I am a final year student studying Bachelor of Commerce Honors Degree in Banking and Finance at Bindura University of Science Education. This interview is meant for a research topic on The Impact of Mobile Banking Adoption on Financial Performance and is in partial fulfillment of the program. Each student is required to conduct a dissertation on a topic of his/her own choice.

1. Since mobile banking adoption, have you noted a change on the financial performance of CABS?

2. What key differences in have you noted in pre-adoption and post-adoption of mobile banking in the performance of CABS?

3. What are the major drivers in consumer adoption of mobile banking?

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