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THE IMPACT OF GREEN BANKING ON CUSTOMER SATISFACTION: A CASE STUDY OF CBZ, BINDURA

SUBMITTED BY:

B210943B

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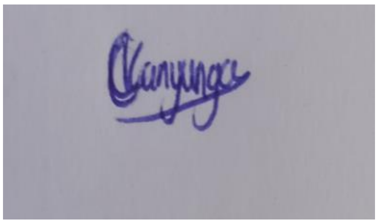
Signed:
………………Date……25/08/2025…………

Address: 8416 Budiriro 5B, Harare

APPROVAL FORM

The undersigned certify that they have supervised the student B210943B dissertation entitled; The Impact of Green Banking strategies on customer satisfaction: A Case study of CBZ, Bindura, submitted in partial fulfilment of The Bachelor of Commerce Honors Degree in Banking and Finance.

(Signature of Student)  *Date 25/08/2025*

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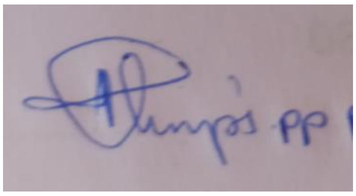
(Signature of Chairperson)  *Date* 25/08/2025

DEDICATION

I would like to express my gratitude to my family, especially my Mom, and my friends for their unwavering support throughout the duration of this research project. Your constant encouragement has been a source of motivation for me, and I am grateful for your presence in my life.

ABSTRACT

This study investigates the impact of Green Banking strategies on customer satisfaction, a case of CBZ, Bindura. Due to the rise in concerns over environmental degradation and the Banking sector's role in promoting sustainability, this research was done to evaluate Green Banking and its impact on customer satisfaction. The primary objective being to assess the adoption of Green Banking initiatives into their effectiveness in enhancing service delivery and customer loyalty. The study underpinned relevant theories including stakeholder theory, classical view theory and strategic theory. A descriptive research design was utilized in this research. The target population being CBZ, Bindura customers and CBZ, Bindura employees. A sample of 70 participants was selected and 60 participated. Data was collected through structured questionnaires focusing on customer awareness, attitudes and satisfaction towards Green Banking initiatives. Quantitative data analysis was conducted using (SPSS) Statistical Package for Social Sciences and Microsoft excel 2016. Descriptive statistics, correlation and regression analysis were used to see the relationship between Green Banking and customer satisfaction. The results showed a positive and significant correlation between Green Banking (Mobile, telephone and E-Banking) and customer satisfaction. The research showed that Green Banking does not only benefit the environment but also improves customer experiences. Key recommendations being, intensifying awareness campaigns, further investments in digitalization and involving customers more in these initiatives to strengthen customer loyalty and satisfaction. Suggestions include putting into consideration other banks and future researchers to also use qualitative and mixed method approach for deeper insights

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This project was accomplished through immense dedication and effort. I express my gratitude to God for providing me the strength to complete this research. I extend my heartfelt appreciation to my family and friends for their unwavering financial, moral, and spiritual support throughout this period, as they have been my source of strength.

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ABBREVIATIONS

MB-	Mobile Banking
TB-	Telephone Banking
EB-	E-Banking
CS-	Customer satisfaction

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Due to increasing environmental degradation there has been an increase in the level of measures to reduce environmental harm. Therefore, the concept of greening which was more focused on food, beverages, agriculture and tourism has penetrated the banking sector. Green banking is an economical friendly practice that assists in reduction of carbon footprint, through banking activities. Mobile, online, telephone and (ATM) Automated Teller machine banking are examples of Green Banking practices by the banking sector. This research served as a map on the impact of Green Banking strategies on customer satisfaction in the case of CBZ, Bindura.

1.1 Background of the study

The way of life, people lived increased global warming which is a rise in temperatures because of greenhouse gases, that is for example carbon dioxide and methane, climate change and environmental destruction. Henceforth as the pressure increased to reduce climate change, banks resorted to environmentally friendly activities thus called Green Banking strategies (Rachmaninov, 2023).

Nations such as Paris, France and 196 others, at the Conference of the Parties 21 joined forces to reach a consensus to reduce global explained as the heating of the surface of the earth due greenhouse effect as a resultant of increased levels of carbon dioxide and other pollutants such as trash or runoff produced by factories (Stein, 2018). Climate change thus brought into picture the idea of global collaborations to catalyse Green Banking movement.

Global collaborations found its way into Africa, specifically developing countries such as Kenya, Nigeria and Zimbabwe. The Africa Green Banks Initiative (AGBI) came to light playing a role in green banking and sustainable growth across the African continent (African Development Bank Group, 2023). Environmental action by this group presented a broad investment opportunity for Africa (Kariuki, 2023).

Thus, African countries such as Zimbabwe adopted strategies such as Mobile Banking, Telephone Banking, E-Banking and Automated Teller machines to join the Green Banking movement. Banks, introduced initiatives aimed at raising customer awareness on environmental issues, motivating customers to take part in eco-friendly actions. According to Bouteraa (2020) Green Banking comprises of facilities such as E-Banking, SMS Banking, Mobile Banking and Automated Teller machines. Banks fund projects such as constructions, mining, monoculture farming, chemical processing, steel manufacturing and cement productions which in turn caused climate change through carbon emissions. Therefore, banks had to be good agents by funding environmentally friendly projects such as usage of solar plants. Banks invested more in green strategies, which encouraged eco-friendly funding options encouraging customers and all key stakeholders to adopt sustainable environmental practices (Cui, 2018) cited in Mohamed (2020).

Specifically, CBZ, Bindura warmed its way into Green Banking initiatives by adopting Mobile Banking, E-Banking and Telephone Banking. However, the question remains if the implemented strategies have thus satisfied its customers, the reason for this study.

1.2 Statement of the problem

The escalating knowledge of environmental harm and climate change has brought to light the need to shift towards sustainable practices in the banking sector (Green Banking) (Islam, 2020) as cited by Mir (2022). The problem then came with adoption of Green Banking strategies, which was accompanied by extra fees for environmentally unfriendly services and reduced funding to those industries leading to a decreased customer satisfaction in other segments. It was a problem as customer satisfaction played a crucial role in retaining customers and loyalty. Customer satisfaction was tamed one of the most important factors for firms and banks that provide services and products (Khair, 2021). It became a problem when the strategies were poorly communicated or implemented. This affected customers who prioritized convenience and accessibility over environmental concerns. Therefore, the study intended to investigate the impact of Green Banking strategies on customer satisfaction.

1.3 Research Objectives

1.3.1 Primary objective

The study's primary objective was to identify the impact of Green banking strategies on customer satisfaction as a case study of CBZ Bindura.

1.3.2 Secondary objectives

- To verify effectiveness of Green Banking strategies put in place by CBZ, Bindura.
- To assess effects of Green Banking strategies implemented by CBZ Bindura on customer satisfaction.
- To confirm the level of awareness and understanding of Green Banking strategies by CBZ, Bindura customers.

1.4 Research questions

- What extent were the Green Banking strategies effective as effected by CBZ, Bindura?
- How effective were Green Banking strategies implemented by CBZ Bindura on customer satisfaction?
- What level of awareness and understanding of Green Banking strategies was amid CBZ, Bindura customers?

1.5 Research Hypothesis

1.5.1 Null Hypothesis

- **H0:** Green Banking strategies specifically Mobile, Telephone and E-Banking has no significant impact on customer satisfaction.

1.5.2 Alternative Hypothesis

- **H1:** Green Banking specifically, Mobile, Telephone and E-Banking has a significant impact on customer satisfaction.

1.6 Justification of study

1.6.1 To CBZ Bank

This study helped monitor the Green Banking strategies put in place by CBZ and also get the response of customers to the implemented Green Banking strategies. This sums up to know the contribution of CBZ bank on customer satisfaction, to create customer commitment, maximizing the profits of CBZ bank and also spreading awareness to customers of the Green Banking practices.

1.6.2 To Bindura University of Science Education

It also assisted in spreading awareness among students on the idea of Green banking presently in existence, but not acknowledged enough. This also assisted students further interested in studying more into Green Banking to use the research findings as reference and supplement existing literature.

1.6.3 To the Researcher

The researcher got to study and attain more knowledge and learn a lot increasing expertise for future and present use. The study also increased the researcher's communication skills through engaging with different types of respondents.

1.7 Assumptions of study

- This study assumed respondents were literate enough to understand and participate in the research. Respondents were able to understand the language used. They also were able comprehend complex information and were familiar with technical terms of Green Banking stated in questioners.
- It also assumed respondents gave true and meaningful information. The answers were honest reflecting respondents' genuine experiences and opinions. Information provided was not influenced or altered by peers or other external factors such as fears of the unknown impacted by society.
- Lastly the study assumed respondents will have all answers ready, without skipping any because they were knowledgeable enough. Respondents were well braced and

answered according to knowledge and experiences such that they did not skip any questions but answered all with informed opinions.

1.8 Delimitation

The research's main focus was on the CBZ, Bindura branch in Bindura, Zimbabwe. The target population being walk in CBZ, Bindura clients and internal CBZ, Bindura employees including e-banking employees, retail department individuals and marketing department. The primary areas of interest being Green Banking strategies and customer satisfaction.

1.9 Limitations of the study

The limitations take into account the shortage of knowledge by respondents and also privacy concerns. This hindered accurate results collection. Respondents lacked relevant information, misunderstood some questions and were unfamiliar with the terminology. Respondents also hesitated to participate as they didn't want to be part and parcel of the people that disclosed sensitive information. To address these the researcher had to provide clear and straight forward questions that respondents could answer without them not understanding. The researcher also assured the participants that information collected was intended for academic use only and all the data provided would remain confidential. Henceforth despite these limitations the researcher used available means to conduct research.

1.10 Definition of key terms

- According to Punitha (2021), Green Banking refers to the environmental friendly activities implemented by banks to reduce carbon footprint. The activities include, online banking instead of physical branch banking which involves making payments online instead of using mails and opening accounts online.
- Greenhouse gases these are atmospheric gases such as methane and carbon dioxide.
- Carbon footprint is the aggregate amount of greenhouse gases including carbon dioxide and all other gas emissions by organizations and their activities (Intergovernmental Panel on Climate Change, 2007)

- Global warming is the rise in temperatures because of greenhouse gases, that is for example carbon dioxide and methane, climate change and environmental destruction

1.11 Summary

The major reason of this chapter was to give a context of the key variables that is Green Banking strategies (Mobile Banking, Telephone Banking and E-Banking) and customer satisfaction. The research directly linked to CBZ, Bindura and was discussed in terms of its significance, limitations, delimitation and objectives.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter explored the idea of green banking, including its tactics and effects on client satisfaction. The term "Green Banking" describes the policies and programs implemented by financial institutions to support environmentally friendly investments, lessen their negative effects on the environment, and advance sustainable development. Henceforth, the focus was on existing literature on Green Banking and customer satisfaction. It examined the theoretical frameworks and empirical studies, identifying key themes, gaps and other exploratory areas.

2.1 Theoretical review

2.1.1 Stakeholder theory

Stakeholder theory was developed by Freeman (1984). This theory explores how customers, suppliers and employees work together to create value. Stakeholder theory is a theory that has gained popularity in academics touching areas such as strategic management, business ethics and corporate social responsibility (Crane & Matten, 2019) as cited in Valentinov (2022). Therefore, the stakeholder theory shows that victory of a business and continued existence depends on fulfilling both economic and non-economic objectives aligning with interests of corporate stakeholders (Freeman, 1984). Fernando and Fernando (2017) observed that banking institutions prefer using Green Banking practices since they offer cost effective benefits whilst supporting ecological sustainability. Additionally, these initiatives assist banks gain competitive advantage, enhance brand reputation and focus on key market segments to increase shareholder value (Ahuja, 2015; Fernando & Fernando, 2017). Managing stakeholder relationships is a moral obligation, so it is imperative that the perspective of stakeholders and their activities be considered when managing banks. This theory is mainly focused on the correlation between groups and individuals affected and can affect a firms’ set of objectives accomplishments (Freeman, and McVea, 2001).

Freeman (1984) defined stakeholders as a collection in which firms cease to exist without that collection's support. Stark (1995) broadened the theory to include both non-human and human entities. As the natural environment is one of the key elements of the corporate environment, he stated, it may be incorporated into the idea of stakeholder management. Freeman (1994) states businesses have an obligation to all stakeholders. Stakeholder theory's basic thesis is that an organization's capacity to handle its interactions with important constituencies—including customers, employees, and even communities or societies—will determine how successful it is. These groups include financiers and shareholders. It is morally necessary to manage the stakeholder relationship; it is not an option. Consequently, it is crucial that the viewpoint and actions of the stakeholders themselves be taken into account while managing banks. Stakeholders are concerned about the sustainability of the current economic system, which is why the stakeholder theory is common. People expect that banks have ethics and values that is Green Banking practices. Banks can have a significant impact on society. Banks should not only benefit from deregulation but also have obligations because of less government control and deregulation favoring the economy. Stakeholders, especially consumers, are requesting that. In these circumstances, the actions of banks can have a significant impact on society at large, and people demand that banks adhere to "ethics" and "principles" that is green banking practices.

2.1.2 Classical view theory

This theory was developed by several pioneers from the period 1841 to 1983, however Fayol (1841) developed it in the early stages. Classical theory is mainly focused on banking that prioritizes profit maximization and increasing shareholder value (Friedman, 1962). Therefore, the key principles then align to market efficiency for markets to allocate resources efficiently, minimum regulatory effects, increasing shareholder wealth and profit maximization prioritizing financial returns. The primary argument against profit intensification and the Green Banking (GB) concept is that the classical view, which only addresses the financial aspect and leaves out the social and environmental aspects, is an extreme viewpoint in the capitalist economic system where the business target is shareholders' income maximization within the nation's legal limits. Capitalism which is when private individuals and businesses own and operate producing goods and services for profit making and Freedom, Friedman stated that a corporation's main responsibility is to maximize shareholder wealth. To maximize profit for shareholders, this classical view removes the business's social responsibility obligations off its agenda. Friedman (1970) supported the classical view theory by stating how firms have mandates to increase profits, earn returns on capital invested and obey the set of rules and regulations put in place with nothing more and nothing less. Thus, this theory was implemented in such a way that Green initiatives implemented should not only impact customer satisfaction but also increase bank profits.

2.1.3 Strategic/Instrumental theory

Strategic theory was developed by Freeman and Phillips (2002). The instrumental theory modes Green Banking from the standpoint of a strategist trying to implement Green Banking initiatives as a necessary opportunity to increase bank profitability. Increasing shareholder wealth is the main objective of this theory. The theory focuses on maintaining Green Banking strategies, as it meets its goal of profitability, a good image and business reputation. The strategic or instrumental theory has a social responsibility if it plays as an instrument to maximize profits and raise a firms’ image (Garriga and Mele, 2004). Fernando and Fernando (2017) highlighted that banks are making use of Green Banking initiatives as they are quite increased cost effective rewards rather than contributing to ecological sustainability. The instrumental theory advances towards Green Banking from the standpoint of a strategist who sees adoption of Green Banking practices as a necessary opportunity to increase bank profitability. To the advantage of various stakeholders, this ideology places a strong emphasis on connecting materialistic profit with social responsibility initiatives. Implementation of Green Banking strategies allowed enhancement of financial outcomes such as a bank working with the society, does not only show the bank’s moral but attracts more customers and creates customer loyalty, thus there is customer satisfaction.

2.2 Empirical review

2.2.1 Rekha and Udaya (2019): Customers perception on Green Banking Practices: A focus on Nepal.

The study was conducted as a desk assessment highlighting growing concerns of Green Banking initiatives, perception on Green Banking and the activities in performance as Green Banking activities. The banking sector thus plays a huge function in the expansion and progress of the environment therefore must bring in mitigation to reduce degradation. Nepal has been one of the countries that joined this notion as there were facing environmental degradation as a result of deforestation and improper waste disposal. Due to such environmental degradation, banks in Nepal serves crucial functions as a part of the important stakeholders making sure that there is protection of the environment. Nepal started using green banking notion, and research has been conducted on these matters, revealing that few banks are working on the banking concept, which is still in its early stages. The reason behind Green Banking is to retain the natural environment in its natural and healthy state through technology in finance to deter adverse environmental outcome using digital financial processing system as compared to the hands on system, and in addition there is behavioural management techniques in banking norms to decrease adverse environmental impact by using environmental friendly creative solutions of financial institutions human resources, lowering the amount of waste generated efforts of financial systems human resources, power efficient behaviour of financial system workers in their segments and funding environmental friendly projects.Numerous investigations discovered that customers' knowledge of the Green Banking concept that their financial institutions have adopted is lower. the additional study being conducted in Nepal regarding green banking. Particularly in the matter of how clients view their green banking initiatives, which aids in determining the elements that influence clients' adoption of green banking. Therefore, according to this research, there has been zero research that attempt to comprehend the many aspects that influence customers' mind-set or behavioral desire to use eco-friendly banking methods. It suggests that client impression is crucial for implementing the green banking concept, and this matter must be investigated.

2.2.2 Nandini and Prabu (2021): Green Banking practices: A Case study on Indian Banking system.

The researchers used secondary data that is reports from the Indian Bank, seminars, journals, internet sites and workshop information to collect data. According to the research banks such as the state bank of India (SBI) has been a part of the green power projects having installed one of the largest solar Automated teller machines (ATMs) and also setting up windmills in areas such as Tamil Nadu, Maharashtra and Gujarat. Bank of Baroda, Bank of Canara, ICICI Bank and HDFC, also have been involved in mobile banking, telebanking and online banking as part of the paperless green banking practices. Canara Bank also developed solar powered Automated Teller Machines (ATMs) in some rural areas. However, Green banking is a proactive approach to ensure sustainability in the future, yet Indian institutions are lagging behind those in developed nations. It's difficult for banks to explain green, and clients may not recognize the potential that the bank's staff has made. Henceforth the research highlighting on the need to increase consumer awareness of green banking through their website, by carrying out Bank Social Responsibility programs and providing increasing amounts of cash to environmentally beneficial projects and play sports, support green companies, and open stores.

2.2.3 Pariag-Maraye, Munsamu and Ansaram (2017): Customers' perspective of Green Banking: a case study of commercial banks in Mauritius.

The study was carried out through a set of questioners with both open ended and closed ended questions. In Mauritius, the banking sector represents a core pillar of the economy with their total assets representing has 278% of the GDP (Global Finance Mauritius, 2015). In line global trends, banks in Mauritius have warmed into the idea of Green Banking. Mauritius has thus introduced green products in keeping with worldwide trends such as electronic payments, automatic payments and telephone banking which has reduced carbon effect. They also have routed to investing more in infrastructure and technology termed green projects, cutting down carbon emissions and increasing efficiency. Environmental awareness plays an important role in making a green image as consumers are more consciouss of the accessed products and services. To boost green attitude and environmental awareness, banks can go for green advertising. Green advertising contributes towards sustainable development and establishes a positive environmental image that satisfies the customer's environmental desire. However, the study reviewed problems such as customers lack of awareness still is a playing factor. Therefore, the need to spread awareness to customers is there.

2.2.4 Fakhira, Nimmi and Simanjutak (2022): Green Banking adoption strategy: A case of Jabodetabek banks.

The study was conducted in Jabodetabek using quantitative approach, with a survey method. Both primary and secondary data was used. Sampling technique used was non-probability sampling with a voluntary sampling approach. Online questionnaires were used which contained structured questions. Indonesia has joined the mechanized transformation 4.0 evident by the additions in computerization and robotics in every sector. This revolution causes changes in how people live and work daily. This encourages those in power to come up with strategies and continue innovation for survival, competing, and seeing to the necessities of the people. The green concept has turned out to be a representation of environmental mindfulness worldwide. Banking is a part of that industry that utilizes green with the term Green Banking. Banking operations do not explicitly destruct the environment but banks play a hand by giving out funds to programs that causes environmental destruction. Banks utilize high power in establishments, an increased over reliance on machines and voltage, taking trips to render services to the people and create business refuse. Indonesia has been a part of green banking with a maximization in digitization and automation. This research proved green banking strategies implemented by the bank, however, there is need for further research to note other variables and implications on green banking strategies.

2.2.5 Zvirevo (2019): Green financing in Zimbabwe: A case of the (IDBZ) Infrastructure Development bank of Zimbabwe.

The study was carried out through secondary sources that is reports from IDBZ, workshops and online sources. Zimbabwe like all other developing countries has the need to address climate change to better the environment and also to push it towards development. Thus, Zimbabwe has joined forces with unions such as the United Nations Framework Convention on Climate Change (UNFCCC) to decrease atmospheric change. Zimbabwe, like other developing nations, needs financial and technical assistance, by 2030, Zimbabwe aims to attain carbon emissions per person that are 33% lower than the estimated level of "business as usual. This necessitates the development of creative finance systems, the expansion of funding sources, and getting the conventional banking system and our local investors to accept the idea of green funding. The bank then bases on projects such as renewable energy and water and sanitation. However, there is need for the bank to collaborate with others for implementation to actually be put into action.

2.3 Conceptual view

This section served as a depiction of conceptual view on the impact of green banking strategies on mobile banking, telephone banking and e-banking, which automatically made these strategies the independent variables that brought about the dependent variable which is customer satisfaction. Customer satisfaction being a dependent variable as it was the outcome of the strategies put in place. The diagram below serves to shed light and depict the variables.

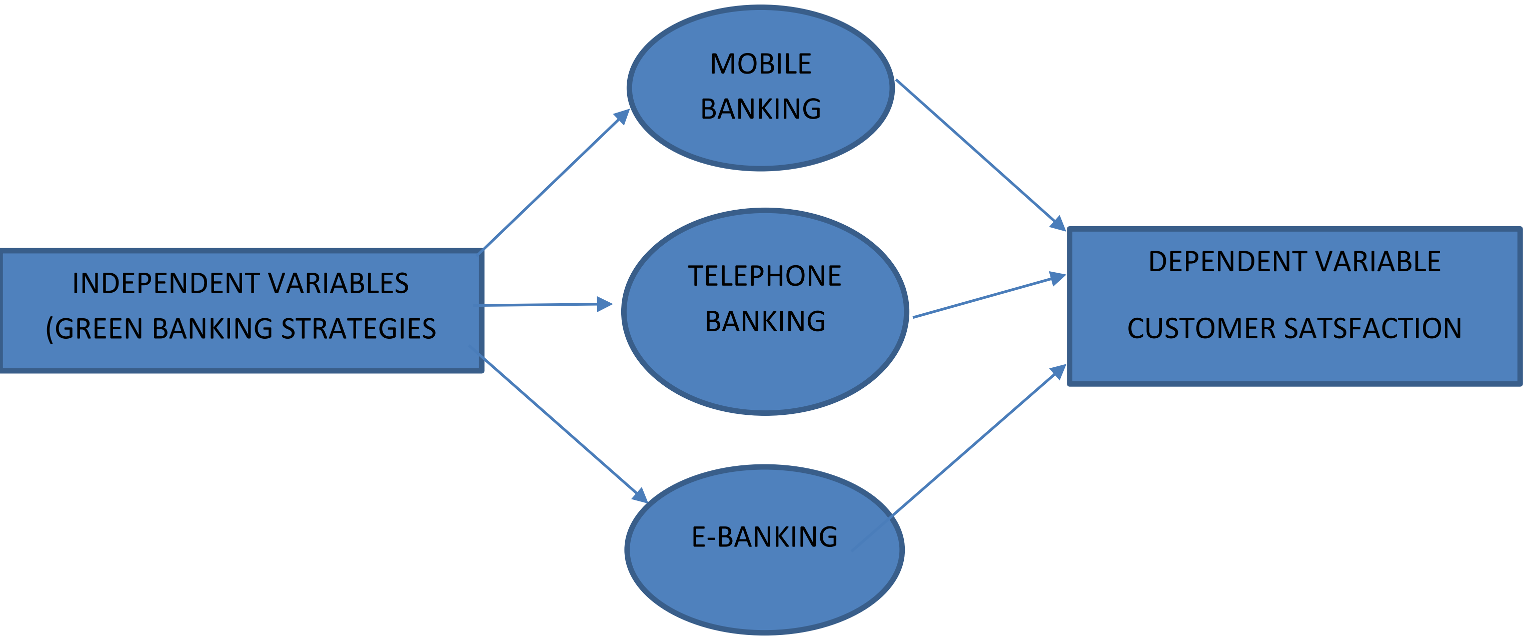

Figure 1.1 Conceptual Framework

2.3.1 Independent Variables

2.3.1.1 Mobile Banking

Mobile Banking is the act of using mobile devices (that is smartphones and tablets) to carry out the transfer of money from one account to another, access information of accounts and supervise financial services (Kariuki, 2005). As a practical example, CBZ bank has adopted use of the CBZ touch application and the short code *230# as a form of Mobile Banking. CBZ touch and the short-code allows account management for example viewing balances, transaction history and statements, transfer of funds between accounts or other individuals, bill payments and paying fees as in the case of Bindura University students who can pay their fees at the comfort of their homes through use of CBZ touch mobile banking. Thus mobile banking is rendered a vital element shaping customer satisfaction (Smith and Johnson, 2022).

2.3.1.2 Telephone Banking

Johnson (2023) argues that telephone banking is Interactive Voice Response Banking (IVR). This implies transactions held over the phone or through customer service representatives. This type of banking uses land lines and mobile phones. In specifics, CBZ bank offers phone banking services to provide customers with convenient, secure and accessible financial management solutions. This type of banking permits customers to supervise their accounts, hold transactions, airtime and data purchasing and bill payments. It is a good type of banking as there is multi-language support and also allows customers to speak to a customer service representative directly and get assistance instantly from an actual person. Thus according to Davis and Moore (2020) customer satisfaction can be positively affected by telephone banking services.

2.3.1.3 E-Banking

Smith, (2023) highlights that E-Banking is called electronic banking, which is a type of banking present to give customers convenience, secure and accessible financial services. For example, CBZ bank has a website which allows customers to manage accounts, hold transactions and access mobile banking. E-banking is also a type of internet banking which is present to secure online banking for ethical clients. Thus according to Brown and Lee (2021) introduction of e-banking services is directly related to improved customer satisfaction.

2.3.2 Dependent variable

2.3.2.1 Customer satisfaction

This is the degree to which customers’ expectations are achieved through the produced goods and services (Kotler and Keller, 2016). Customer satisfaction was the dependent variable as it was brought about by Green Banking strategies that is mobile banking, phone banking and e-banking strategies. Thus Khan et al. (2019) cited that the combination of all these banking platforms enhances customer satisfaction.

2.4 Green Banking

Green Banking also termed sustainable or environmental banking, is practices and or policies put in place by financial institutions to reduce negative environmental impact and promote sustainability. Islam (2020) highlighted that Green Banking is also called favourable banking, which plays a role in protecting the world from environmental harm to guaranteee long-term economic prosperity. Green Banking is an idea put in place with key aspects such as to manage environmental risk, for sustainable lending and investment, for energy efficiency and financing renewable energy, to decrease carbon foot printing and for transparency and reporting on environmental performance. Green Banking formulates solutions for companies or banks in specifics to diverse customer difficulties and firm rivalry. As the world is evolving and technology being the pivot of it all, a large number of people has resorted to internet use which has impacted banks to tap into Green Banking. The shift as a more practical example went from offline to online due to Covid-19 pandemic, accelerating businesses' digitization (Amankwah-Amoah et al., 2021).

2.5 Green Banking strategies

Gupta (2015) argued that there are many strategies to incorporate Green Banking, that is online banking, internet banking, green checking accounts (that includes use of paperless statements and digital documents), green loans (that are sustainable or environmental loans handed out in support of environmental friendly projects), mobile banking, electronic banking outlets and energy use savings that contribute to environmental sustainability programs. Green Banking includes the use of advanced technological platforms like E-Banking, SMS banking, mobile banking, the use of Automated Teller Machines (ATM), Automated Cheque Processing System (ACPM), Electronic Fund Transfer Network and other mobile monetary services in the form of e-currency (Choudhu, 2013). Banks also invest highly towards firms into environmental friendly practices, stimulating and funding Climate smart projects and green loans to promote environmental practices among clients and other important stakeholders (Cui, 2018). Green banking strategies therefore are more digitized than traditional, with the main focus of this study being on mobile banking, telephone banking and e-banking.

2.6 Impact of Green Banking Strategies on Customer satisfaction

2.6.1 Positive impacts

Firms are pushed by customer demands for eco-friendliness and environmental compliance requirements to incorporate Green concepts into their deliverables. Many investigations have shown that revealed that environmental visualization can meet customers' expectations and green desires (Hu, as cited in Chang and Fong, 2010). Green Banking showed that green goods standard and services provides an uplifting influence on customer satisfaction and loyalty. Henceforth Green Banking strategies can satisfy customers' environmental needs increasing their satisfaction. E-banking services for instance have led to customer satisfaction as it is very quick to hold transactions, such that there is no need to walk miles to hold transactions, get there and also stand in long ques the whole day which wastes customers' time. Thus green banking strategies have positively impacted on customer satisfaction. Agrawal (2009) saw to it that the result of mechanized powered banking services on overall customer satisfaction by considering three factors that is safeguarding and certainty, accessibility and user-friendliness and value statement. Thus technology driven services have led to customer satisfaction as there is a form of trust between service providers and customers themselves, trust backed by convenience which formulates a good relationship between service providers and customers.

Furthermore, with majority of people owning smart phones, banking is made easier meeting customer satisfaction. This is so as customers can just use a gadget they are more used to, to hold transactions, for example how a Bindura University Student can pay their fees through CBZ touch at the comfort of their residence and automatically funds are transferred to the school and the portal reports back that fees payment has been done. This allows customers to be satisfied whilst using a familiar gadget to them unlike having to use unfamiliar gadgets. Pariag-Maraye (2017) states that customers benefit from Green Banking strategies implemented as there is the idea of capital gain. This is so as unlike all the other banking practice Green loans are more friendly. That is green loans have less interest rates which makes it more affordable and resources to be shifted more into environmental friendly practices that is environmental gains.

Phone banking assists in offering personalized services to customers which helps in customer satisfaction. This is because there is dedicated customer support through trained representatives that assist with bank queries and also the same representatives provide personalized financial advice known as tailored financial solutions.

More so, customer satisfaction is reached as customers get to dwindle paper overuse out of their daily routines and also makes their life easier through online banking by providing facilities like balance enquiry, statement access, moving funds between accounts and deposit, launching and shutting accounts and easy access locations to combat against identity-related threats that is when someone uses customers' personal information for financial gains through impersonation (Wessel and Drennan, 2010). Customers also get to save funds by not heading out to hold transactions physically at banks. This is so as transactions can be done through mobile or electronically where you get a chance to save your money by reducing amount of fuel or bus fare utilized on those many visits to the bank for the banking services (Sahni and Dhamija, 2018). Online payments also promote customer satisfaction through avoidance of late payments as it can be done everywhere and anywhere, also saving customers from late payments fines.

2.6.2 Negative impacts

Gupta, (2015) states that the complications of Green Banking relates to customers' acknowledgement, utilization of machinery, information safeguarding data, expenditures, and workers' expertise. Thus technological advancements have made it difficult for customers to conduct transaction. Customer satisfaction can be affected by lack of adequate resources by banks in adopting green banking strategies that is there may be high operational costs as banks require experienced workers to deliver quality services to customers (Pariag-Maraye, 2017).

More so, customer satisfaction might be reduced by non-performing loans that is loans in which customers default and fail to make payments on scheduled time. This results to credit risk, such that customers who had not yet accessed the loans can be affected by other customers to also partake in green banking practices. Customer satisfaction can be reduced through customers' lack of knowledge. Knowledge lack makes it difficult for customers to be satisfied as they will not be aware of services in offer. Customers might be confused as they would not be understanding the benefits and purposes of Green Banking initiatives, customers' unfamiliarity might also lead them to be skeptical about the idea, natural hesitance from customers might arises to engage in such activities and unmet expectations may lead to dissatisfaction due to misunderstandings.

Therefore, customers are more satisfied with Green Banking strategies implemented than they are dissatisfied, customer dissatisfaction can be reduced for instance lack of knowledge can be curbed through customer education programs such as by CBZ bank ('Go Green' education workshops and online resources), simplified marketing tools, accessible information channels and employee training.

2.7 Gap Analysis

After going through theoretical and empirical review, major gaps came to light, that ought to be catered for. The reviews, yes highlighted strategies put in practise to promote green banking and to some extent how customers engaged with these practices. However, a gap is in the picture which is the clients' lack of knowledge over green banking practices put in place to benefit them and the environment. Knowledge lack makes it difficult for customers to be satisfied as they will not be aware of services in offer. Customers might be confused as they would not be understanding the benefits and purposes of Green Banking initiatives, customers' unfamiliarity might also lead them to be skeptical about the idea, natural hesitance from customers might arises to engage in such activities and unmet expectations may lead to dissatisfaction due to misunderstandings. Henceforth, it is such a gap that has brought about the need to run through the impact of Green Banking strategies on customer satisfaction, specifically at CBZ, Bindura.

2.8 Summary

In this chapter the literature on the impact of green banking strategies on customer satisfaction both theoretically and empirically was reviewed. The theoretical review defined Green Banking strategies implemented by banks and the impacts of these strategies. Empirical review examined the practical Green Banking strategies implemented and their impact on customer satisfaction from a universal level, continental and national level, in different organizations and countries.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter’s intent was to describe the approach relevant data and presenting it. The goal was to see to the impact of Green Banking strategies on customer satisfaction. The chapter looked at arguments for and against methods used in the study design, research methodology, population, samples, sampling techniques and data gathering procedures.

3.1 Research design

This study research design put in place to collect information on the impact of Green Banking strategies on customer satisfaction was quantitative descriptive research design. Corvete (2021) argues that there is need to quantify data, so as to answer who, what, where, when and how many questions and as close- ended questions it makes it easy to transform them into numbers, statistics, graphs and charts. A descriptive research design was utilized as it describes without manipulating any variables and helped provide accurate results on customer awareness, usage and satisfaction levels regarding Green Banking strategies (Babbie, 2020). To gather data a structured questionnaire was used and had Likert scale questions where respondents indicated their level of agreement or satisfaction on a 5-point scale ranging from Strongly Disagree (1) to Strongly Agree (5). The design also facilitated the use of SPSS to dissect and display insights across descriptive statistics such as frequencies, means as well as inferential methods such as regression to determine relationships between variables.

3.2 Research philosophy

Research philosophy refers to beliefs, values and assumptions guiding research design, methods and interpretation thus in this study positivism used. This approach is suitable for studies with the aim to explain using observable and quantifiable data rather than interpretations (Creswell and Creswell, 2018). Given the research was to identify impact of Green Banking strategies (Mobile, Telephone and E-Banking on customer satisfaction at CBZ Bindura, positivism was then most appropriate as it enables use of structured instruments (Likert scale questionnaires) to collect numerical data and apply statistical tools such as descriptive and inferential analysis to draw conclusions. This aligned with testing the relationship between variables.

3.3 Research instruments

Instruments used were questionnaires.

3.3.1 Questionnaires

This is described as an instrument used to collect self-reported data from respondents through a series of questions by Hussain (2022). The questions were structured that is closed-ended questions. This instrument was used due to its ability to collect standardized data from a large sample efficiently (Kumar, 2019). It was designed to assess both customers' and employees' views and experiences with the implemented Green Banking strategies (Mobile, Telephone and E-Banking) and the influence they have on customer satisfaction. The questionnaire had 3 segments, segment A on demographic information inclusive of age and Gender, segment B close-ended questions based on a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5) to measure effectiveness of implemented Green Banking strategies by CBZ Bindura on customer satisfaction and level of awareness and lastly segment C close-ended questions based on a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5) to measure effectiveness of implemented Green Banking strategies by CBZ, Bindura on employees.

3.3.2 Justification for Questionnaires

The ability of distribution to a large number of participants at once, online and offline helping in collecting data without the need of significant resources, this assisted in saving costs and consuming less time. Data also got to be collected from a large sample, making it easy to generalize results from to a broader population. The questionnaires also made distribution easy through social media platforms managing to reach a large audience very quickly even if they would be moving around and going out of Bindura.

3.3.3 Limitations of Questionnaires

Respondents could likely skip certain questions because of lack of understanding hence the need arose to personally engage with the respondents and assist were assistance was needed, pointing out and explaining very well of the required and also as far as giving examples to make it easier and friendly. Respondents could sometimes provide socially desirable answers than providing truthful events or responses.

3.3.4 Addressing the potential limitations of Questionnaires

To improve rate of response and get adequate information, there was a time frame of a week for respondents to get to answer in their own time and their own pace giving all adequate results and handing in their responses via any platform they regarded cost effective to them, either through email, WhatsApp or physically. To avoid low response rates especially online there was need to conduct follow ups whereby respondents were reminded within the time frame to respond to the questionnaire. The English used was also very clear and simple to ensure that regardless of education level everyone could understand the questions.

3.4 Research Population

The research population is Bindura, CBZ employees from retail, e-banking, marketing and customers that bank with CBZ, Bindura. The sample size being 20 staff members and 50 consumers, which equates to 70 participants, familiar to the organizational operations and expertise.

3.5 Sampling

Sampling used was non-probability sampling, specifically convenience sampling which picks easy to reach participants. The software be used to analyse this data was Rao soft, which depicted a sample size of 60, which presents minimal level or sample size the researcher is supposed to put into consideration.

3.6 Data collection procedures

To collect data, the researcher contacted willing participants that is CBZ clients through phone calls, email and direct messages through WhatsApp, each platform used depended on the participants' preferences and affordability. For CBZ employees' questionnaires were distributed through email to the different company segments that is retail department, e-banking and marketing department. After completion of the questionnaires by respondents, they were collected.

3.7 Data presentation and analysis procedures

Data presentation commenced with demographic attributes of participants that is age, gender and education ranks of customers and a summary of analytics as illustrated by frequencies, means and standard deviations the present variables (Mobile, Telephone and E-Banking). This is so to provide with clear characteristics of respondents and to identify potential biases. The data was visualized using graphs and tables for easy understanding and pattern identification. All this provided insights into the connection linking Green Banking strategies and customer satisfaction.

3.8 Validity and Reliability

Saunders et al (2019) explains validity as an instrument's capacity to measure what it says. It measures how accurate the outcomes are and how accurate they are perceived to be. The questionnaire utilized in his study was validated to make sure that the questions delivered information that is applicable to the study's topic and purpose. Kerlinger (1973) describes reliability as how consistent and dependable a research instrument is that is whether the results surfacing from a research are trustworthy and consistent. Thus pertaining to reliability the researcher used uniform instructions during data collection in all sessions.

3.9 Ethical consideration

Research conduct was done in such a way that respondents were aware of their rights, such as them not being obliged to participate, the participants would also respond without disclosing their identities and also them not having to disclose their current financial position. Therefore, this study was structured in a way that was ethically and or morally acceptable.

3.10 Summary

This chapter outlined the research methodology used to see to the impacts of Green Banking on customer satisfaction. That is, it touched on research design, data collection methods, sampling techniques and data analysis procedures. The study used a quantitative research approach using instruments such as questionnaires for data collection, also noting the benefits and drawbacks of the instruments. the results looked more into depth by the next chapter.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the findings from the information collected on the impact of Green Banking strategies on customer satisfaction, CBZ Bindura. For data evaluation Statistical Package for Social Sciences and Microsoft Excel 2016 was used. Thus, the beginning is marked by demographics of the respondents followed by descriptive analysis of customer and employee responses to questions aligned with the objectives of this study also based on Green Banking strategies such as mobile, telephone and e-banking. Inferential statistics are used to assess the relationship between the given strategies and customer satisfaction, with also the use of tables and graphs to visually support findings.

4.1 Response rate analysis

Table 4.1 Questionnaire response rate

Respondents categories	**Dispersed**	**Reverted**	**Reply Percentage**
Customers	50	45	90%
employees	20	15	75%
Total	**70**	**60**	**80%**

Source: Primary data (2025)

Table 4.1 shows an aggregate of 70 questionnaires dispersed to participants and 60 came out completed and returned resulting in a response rate of 80%. This level of response rate clearly shows that there was a strong participants engagement which in turn enhances the credibility of the collected data. This is so as a percentage of 80%

and above clearly defines excellency in research undertaken with an increased sample of representatives, (Baruch and Holtom, 2008).

4.2Demographic Analysis

4.2.1Age Distribution of Customers

Table 4.2 Age Distribution

	frequency	Percent	Valid Percent	Cumulative Percent
Under 18	5	11.1	11.1	11.1
18-24	12	26.7	26.7	37.8
25-34	9	20.0	20.0	57.8
35-44	10	22.2	22.2	80.0
45 and above	9	20.0	20.0	100.0
total	45	100.0	100.0	

Source: Primary data (2025)

The table summarizes that 11.1% of participants are under 18years, the largest population of 26.7% under the ages of 18-24, with those under 25-34 at 20.0% same with those 45 and above and lastly those with 35-44 at 22.2%. This indicates a very diverse nature in age representation with the majority being young adults. This also shows that the young adults are very engaged in digital banking services like the ones by CBZ.

4.2.2 Gender Distribution of CBZ customers

Table 4.3 Gender Distribution

Gender	Frequency	Percent	Valid Percent	Cumulative percent
Male	17	37.8	37.8	37.8
Female	17	37.8	37.8	75.6

Prefer not to say	11	24.4	24.4	100.0
Total	**45**	**100.0**	**100.0**	

Source: Primary data (2025)

Out of the 45 respondents, 37.8% were male and also the same percentage applied for females whilst 24.4% preferred not to disclose their gender. This shows fair distribution between male and female respondents indicating inclusivity and diversity in gender representation amongst participants.

4.2.3 Education Levels of CBZ customers

Table 4.4 Education Levels

Education level	Frequency	Percent	Valid Percent	Cumulative Percent
Primary	8	17.8	17.8	17.8
Secondary	21	46.7	46.7	64.4
Tertiary	16	35.6	35.6	100.0
Total	**45**	**100.0**	**100.0**	

Source: Primary data (2025)

Results here showed that most of the participants had attained secondary education with a percentage of 46.7% while 35.6% had attained tertiary education and 17.8 had attained primary education. The results show that a reasonable percentage of the population had an educational background which allowed majority of them to answer the questionnaires accurately by ticking appropriate boxes regarding use of Green Banking strategies by CBZ.

4.2.4 Partnership Period of CBZ customers at CBZ

Table 4.5 Partnership Period

Partnership Period	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	12	26.7	26.7	26.7

1-5 years	17	37.8	37.8	64.4
5-10 years	9	20.0	20.0	84.4
More than 10 years	7	15.6	15.6	100.0
total	**45**	**100.0**	100.0	

Source: Primary data (2025)

The table summarizes that 37.8% of the population has been banking with CBZ for 1-5 years, 26.7% for less than a year, 20.0% for 5-10 years and 15.6% for more than 10 years, which shows a very diverse perspective in terms of customer experience and satisfaction. Therefore, the fact that most of the customers have been banking with CBZ for over a year adds to the reliability and validity to the study, as they can give their opinions based on years of experience.

4.3 Reliability Tests

The items of this section were tested using the variables provided in the questionnaire that is independent variables such as Mobile Banking, E-banking and Telephone and the dependent variable customer satisfaction Banking through Cronbach's Alpha using SPSS. The values by Cronbach's Alpha are as given summarized below in table form.

Table 4.6 Cronbach's Alpha Values

Variable	**Number of items**	**Cronbach's Alpha**
Mobile Banking	3	0.725
E-Banking	3	0.743
Telephone Banking	3	0.703
Customer satisfaction	3	0.701

Source: Primary data (2025)

Cronbach is mainly used to check reliability of the items on a scale and so according to (Tavakol and Dennick, 2011), Cronbach's Alpha with the range 0-1 shows a sense of reliability that is the values above 0.7 are very much acceptable. This then depicts that there is a link amongst items within the variables (Mobile, E-Banking, Telephone Banking and Customer Satisfaction).

4.4 Data Analysis and Presentation

4.4.1 To verify effectiveness of Green Banking strategies by CBZ, Bindura Employees

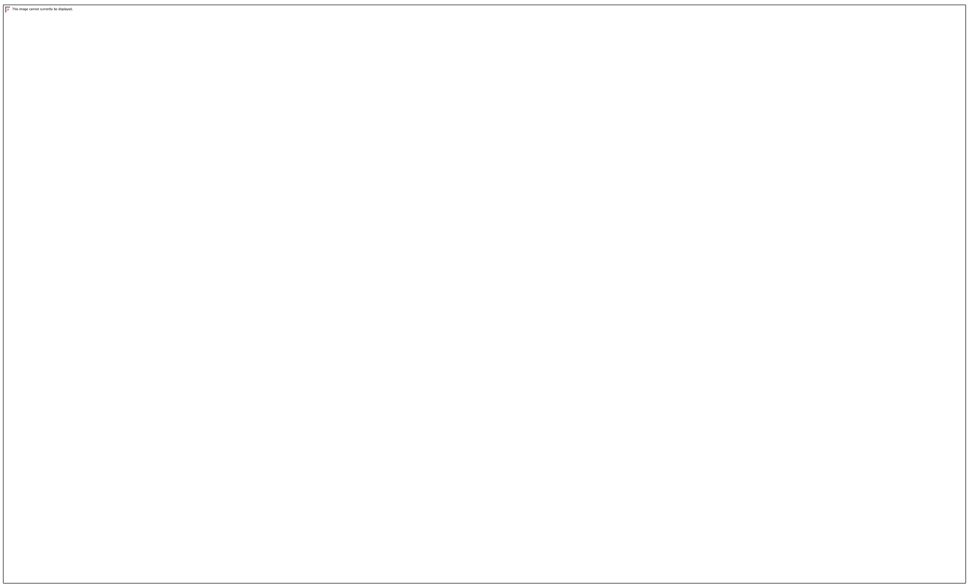

Figure 4.1 Responses on verification on the effectiveness of Green Banking strategies

Source: Primary data (2025)

The analysis of employee responses concerning the effectiveness of Green Banking, (MB) Mobile Banking, (EB) E-Banking and (TB) Telephone Banking reveals a very positive perception across all these variables. This is so as higher number of responses fall under (SA) Strongly Agree and (A) Agree), particularly for MB3 (Mobile Banking reducing paperwork) and TB3 (Telephone Banking contributing to faster customer query resolutions), showing that employees generally perceive Green Banking strategies as effective. Very few responses fall under Strongly Disagree (SD) and Disagree (D), especially for MB1 (Mobile Banking meeting customer needs), EB2 (Customers satisfied with E-Banking) and TB2(levels of confidence in delivering Telephone Banking to customers). The consistent upward trend towards SA (blue bars on far right) reflects positive employee perceptions on effectiveness of Green Banking strategies that is Mobile, E-Banking and Telephone Banking implemented by CBZ Bindura.

Table 4.7 Descriptive statistics on effectiveness of Green Banking strategies of employees

	mean	St. Deviation	t-value	p-value
MB1) How effectively do you think Mobile Banking services meet customer needs?	3.67	1.047	2.48	0.027
MB2) Customers often request support related to Mobile Banking services	3.33	1.047	1.22	0.242
MB3) Mobile Banking has reduced paperwork and improved environmental sustainability	4.07	1.100	3.77	0.002
EB1) How effective is CBZ's E-Banking platform in reducing in-branch traffic?	3.40	1.183	1.31	0.211
EB2) Customers are satisfied with the use of E-Banking	3.60	0.986	2.36	0.034
EB3) E-Banking system is accessible and user friendly for most customers	4.20	0.775	6.00	0.000
TB1) Customers use Telephone Banking services often	3.47	0.990	1.84	0.087
TB2) Very confident in resolving issues via telephone support	3.60	0.986	2.36	0.034
TB3) Telephone Banking system contributes to faster resolution of customer queries compared to in-person visits	3.53	0.990	2.07	0.057

Source: Primary data (2025)

The t-test conducted showed ratings significantly above neutral (test value=3) and most of the items with a statistically significant p value less than 0.05 indicating employees' strong perceptions on the effectiveness of Green Banking strategies. Overall the means range from 3.33 to 4.20 suggesting moderate to strong agreement by employees on the effectiveness on Green Banking strategies (Mobile, Telephone and E-banking) implemented by CBZ and also with the standard deviation falling around 0.98 to 1.10 reflecting moderate variation that is how employees agreed on some aspects but had slightly different perspectives on other aspects. According to the stakeholder theory, organizations have a responsibility of putting into consideration shareholder and also stakeholder interests, (Freeman, 1984). Thus in context of CBZ, Bindura this encompasses CBZ employees, key stakeholders in Green Banking implementation and operation, thus collecting their responses regarding effectiveness of Green Banking strategies (Mobile, Telephone and E-Banking) acknowledges insider perspectives and aligns with the stakeholder theory. Employee views and insight give a picture on how well the strategies are functioning and their true impact on customer satisfaction. Conclusively, verifying strategy effectiveness through employees supports the stakeholder theory.

4.4.2 The effects of Green Banking strategies on customer satisfaction by CBZ, Bindura

Figure 4.2 Responses on the effects of Green Banking strategies on customer satisfaction

Source: Primary data (2025)

The graph above shows how customers responded on a Likert scale to questions about the three Green Banking Strategies Mobile Banking (MB1-MB2), E-Banking (EB1-EB2) and Telephone Banking (TB1-TB2). Strongly Agree (A) dominate across all Mobile Banking questions with 28.8% for both ease of which it is to use Mobile Banking and its level of satisfaction on customers, with also a large fraction of 20% and 28.8 % (A) Agreeing to Mobile Banking ease of use and satisfaction. Neutral candidates under 15.6% and 22.2%, however those (D) Disagreeing to (SD) Strongly Disagreeing being less with percentages of 15.6% across both questions, 20% and 4.4% respectively. Overall this indicates a positive reception on Mobile Banking. More so, E-Banking has also showed quite strong results under (SA) Strongly Agree to (A) Agree, with percentages of 24.4% under ease of which it is to find information on CBZ online platform (EB1) and 20% respectively. Speed of online banking (EB2) with percentages such as 15.6% and 22.2%, however a portion of the respondents have a percentage of 24.4% disagreeing to the ease of which it is to find information online for

CBZ (EB1). Telephone Banking on the other hand also has (SA) strongly agree responses to (A) agree under both questions on efficiency and helpfulness of Telephone Banking with the percentages 17.8%,28.8% for TB2 and 28.8% and 15.6% for TB1 respectively. However, with also quite alarming responses under Disagree (D) of 17.8% under TB1 and 24.4% under TB2. Thus Telephone Banking and E-Banking showed lower satisfaction as compared to Mobile Banking which showed to be the most favored. The table for descriptive statistics for each Variable (MB-Mobile Banking, EB-E-Banking and TB-Telephone Banking) based on a 5-point Likert scale are shown in Table 4.8 below.

Table 4.8: Descriptive Statistics on Mobile, E-Banking and Telephone Banking on customers

	Mean	St. Deviation
MB1) How satisfied are you with CBZ's Mobile Banking services?	3.45	1.521
MB2) How easy is it to navigate the CBZ Mobile Banking application?	3.62	1.193
EB1) How easy is it to find information on CBZ's online banking platform?	3.31	1.276
EB2) How satisfied are you with the speed and responsiveness of CBZ's online banking services?	3.13	1.217
TB1) How would you rate the helpfulness of telephone bank representatives?	3.11	1.318
TB2) How satisfied are you with efficiency of CBZ's telephone banking services?	3.33	1.365

Source: Primary data (2025)

According to Table 4.8 most customers generally agree that they are satisfied with (MB1) Mobile Banking (3.45) and also that it is easy to navigate the CBZ (MB2) Mobile Banking application (3.62). E-Banking on the other hand offers a neutral stance (3.31 to 3.13) on its ease to find CBZ information online (EB1) and satisfying speed of online services (EB2). Telephone Banking also has a neutral stance (3.11 to 3.33) on how helpful bank representatives are (TB1) and how satisfied customers are with Telephone Banking (TB2). The study proceeds to test the Hypothesis of all these variables (Mobile Banking (MB), E-Banking (EB1) and Telephone Banking (TB)) on customer satisfaction.

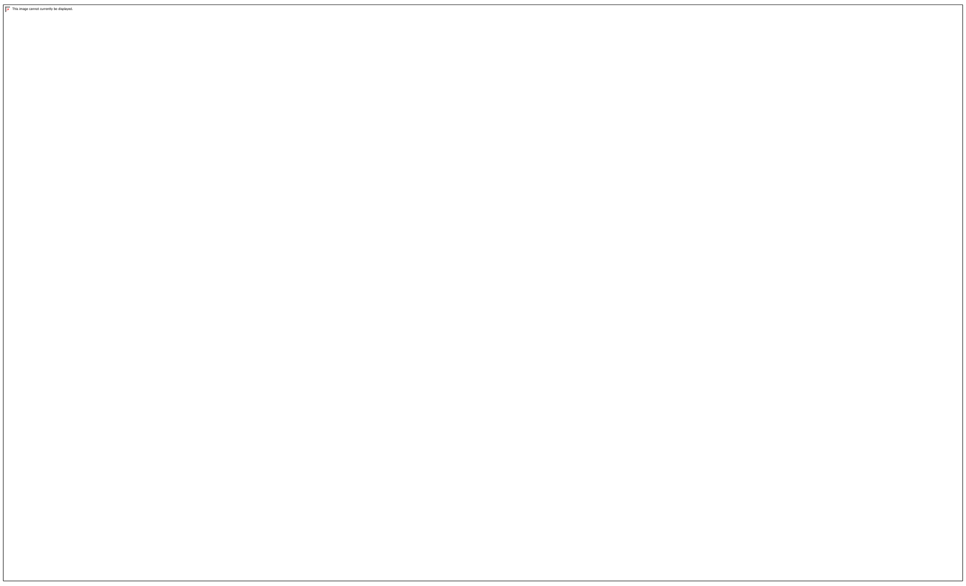

Figure 4.3 Overall responses on effects of Green Banking strategies on customer satisfaction

Source: Primary data (2025)

Figure 4.3 for CS1 depicts overall satisfaction of customers with CBZ services as 12 Agree (A) and 13 Strongly Agree (SA) and a small proportion of 4 and 8 (SD to D) Strongly Disagree to Disagree, which implies that overall satisfaction is high. CS2, on the other hand shows mixed opinions on clients' continuity with using CBZ services, with 13 (A) Agreeing, 11(N) neutral and yet again 11 Disagree (D) couples by 3 more Strongly Disagreeing (SD), this suggests room for improvement in retaining customers. Also CS3 shows a high likelihood of customers recommending their services to others with 20 (SA) Strongly Agreeing, 11 (A) Agree, with very few Disagreeing (D) to Strongly Disagreeing (SA) (1 and 1 respectively), indicating customer support. Thus overall CS1 and CS3 show that customers are generally happy with CBZ services and would recommend as by Keller and Kotler (2016) that satisfaction and recommendation by customers show customer loyalty as driven by good services in offer. However, CS2 reflects some continuity hesitation which reflects the need of specific areas service enhancement. The descriptive statistics for customer satisfaction are depicted in table 4.9 underneath.

Table 4.9 Descriptive statistics on overall customer satisfaction

	Mean	St. Deviation

CS1) Overall, how satisfied are you with the services offered by CBZ Bank?	3.49	1.325
CS2) How likely are you to continue using CBZ Bank's services to others?	3.22	1.185
CS3) How likely are you to recommend CBZ Bank's services to others?	4.07	1.009

Source: Primary data (2025)

Descriptive results show that CBZ customers are generally satisfied with CBZ's services (CS1- mean 3.49) with the highest score under recommending CBZ services to others (CS3-mean 4.07). however, with a slightly lower score of customer continuity (CS2- mean 3.22). The variation in responses proves that customers are quite satisfied but there is room for improvement in maintaining long- term loyalty and enhancing overall satisfaction. The research now turns to test hypothesis associated with the objective to assess the effects of Green Banking Strategies on customer satisfaction. The model summary for Mobile Banking is as given in Table 4.10 below.

Table 4.10 Model Summary for Mobile Banking-Customer Satisfaction Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.883[a]	0.780	0.778	0.512

a. Predictors: Constant, Mobile Banking
Source: Primary data (2025)

The regression output indicated an R value of 0.883, signifying a strong positive correlation between Mobile Banking (MB) and customer satisfaction (CS). This implies that as customers increasingly engage with CBZ Mobile Banking services their overall satisfaction with CBZ services rises. According to Pallant (2020), coefficient correlations above 0.70 show a strong relationship between variables. R square also at 0.780 which explains that 78.0% of the diversity in customer satisfaction, indicating an intense connection in relation to Mobile Banking and customer satisfaction. ANOVA results for Mobile Banking and Customer satisfaction are as below in Table 4.11.

Table 4.11: ANOVA for Mobile Banking-Customer Satisfaction Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1272.864	1	1272.864	1272.864	0.000[a]
Residual	357.136	358	0.998		
Total	1630.000	359			

a. Predictors: (Constant), Mobile Banking

b. Dependent Variable: Customer satisfaction

Source: Primary data (2025)

Table 4.11 indicates an F-statistic of 1272.864 with a p-value (Sig.) of 0.000 which implies that it is substantial as it is equal to 0 and less than 0.05, thus in context the p-value predicts customer satisfaction, confirming that Mobile Banking has a meaningful impact. The coefficients for Mobile Banking- Customer Satisfaction model are shown in Table 4.12 below.

Table 4.12: Coefficients of the Mobile Banking-Customer Satisfaction Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant	0.512	0.045		11.378	0.000
Mobile Banking	0.883	0.025	0.883	35.672	0.000

a. Dependant Variable: Customer Satisfaction

Source: Primary data (2025)

The table overheard depicts the B value for Mobile Banking at 0.883 and a p-value of 0.000, which suggests that for each unitary-measure increment in Mobile Banking usage, customer satisfaction rises by 0.883 units, thus this effect is statistically significant. Further tests were done using regression analysis through SPSS to test the independent variable: Telephone Banking and the dependant customer satisfaction. Values used for regression being the mean values for responses on Telephone Banking and customer satisfaction variable for each respondent. The model summary is as given in Table 4.13 below.

Table 4.13 Model Summary for Telephone Banking-Customer Satisfaction Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.650[a]	0.423	0.418	0.735

a. Predictors: Constant, Telephone Banking

Source: Primary data (2025)

The regression output indicated an R value of 0.650, signifying a medium optimistic connection with Telephone Banking (TB) and customer satisfaction (CS). R square is at 0.423 which explains that 42.3% of the diversity in customer satisfaction, indicating a moderate relationship between Telephone Banking and customer satisfaction. This means that while Telephone Banking has an impact, other factors also play a part in determining customer satisfaction. ANOVA results for Telephone Banking and Customer satisfaction are as below in Table 4.14.

Table 4.14: ANOVA for Telephone Banking-Customer Satisfaction Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	85.456	2	42.728	79.123	0.000[a]
Residual	116.544	215	0.542		
Total	202.000	217			

a. Predictors: (Constant), Telephone Banking

b. Dependent Variable: Customer satisfaction

Source: Primary data (2025)

Table 4.14 shows an F-test of 79.123 with a significant (p=0.000) which suggests that the regression model provides a better fit to the data than a model without independent data, which means that Telephone Banking has a significant impact on customer satisfaction. The coefficients for Telephone Banking- Customer Satisfaction model are shown in Table 4.15 below.

Table 4.15: Coefficients of the Telephone Banking-Customer Satisfaction Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant	1.200	0.150		8.000	0.000
Telephone Banking	0.400	0.050	0.450	8.000	0.000

a. Dependant Variable: Customer Satisfaction

Source: Primary data (2025)

The table above depicts the B value for Telephone Banking at 0.400 and a significant of p:0.0000, which suggests a positive relationship with customer satisfaction. This suggests that as customers perceive Telephone Banking to be effective, their satisfaction levels also increase. Furthermore, regression analysis was done using SPSS to test the independent variable: E- Banking and the dependant customer satisfaction. Values used for regression were the mean values for responses on E-Banking and customer satisfaction variable for each respondent. The model summary is as given in Table 4.16 below.

Table 4.16 Model Summary for E-Banking-Customer Satisfaction Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.620[a]	0.384	0.378	0.720

a. Predictors: Constant, E-Banking

Source: Primary data (2025)

The regression output indicated an R square value of 0.384, which is 38.4% of the diversity in customer satisfaction, indicating a moderate relationship between Online Banking features. ANOVA results for Mobile Banking and Customer satisfaction are as below in Table 4.17.

Table 4.17: ANOVA for E-Banking-Customer Satisfaction Regression

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	95.456	2	47.728	92.123	0.000[a]
Residual	152.544	295	0.517		
Total	248.000	297			

a. Predictors: (Constant), E-Banking

b. Dependent Variable: Customer satisfaction

Source: Primary data (2025)

Table 4.17 indicates an F-statistic of 92.123 with a significant (p=0.000) which implies that it is significant as it is equal to 0 and less than 0.05, thus in context the p-value predicts customer satisfaction, confirming that E-Banking has a significantly statistical impact on customer satisfaction. The coefficients for E-Banking- Customer Satisfaction model are shown in Table 4.18 below.

Table 4.18: Coefficients of the E-Banking-Customer Satisfaction Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant	1.500	0.120		12.500	0.000
E-Banking	0.200	0.045	0.250	6.444	0.000

a. Dependant Variable: Customer Satisfaction

Source: Primary data (2025)

The table above depicts the B value for E-Banking is at 0.200 and a p-value of 0.000, which proposes that one-unit increase in satisfaction, customer satisfaction increases by those same units. This implies positive impact of E-Banking on Customer Satisfaction is statistically significant (p>0.05) meaning the results are reliable.

4.4.3 To confirm the level of awareness and understanding of Green Banking strategies by CBZ, Bindura

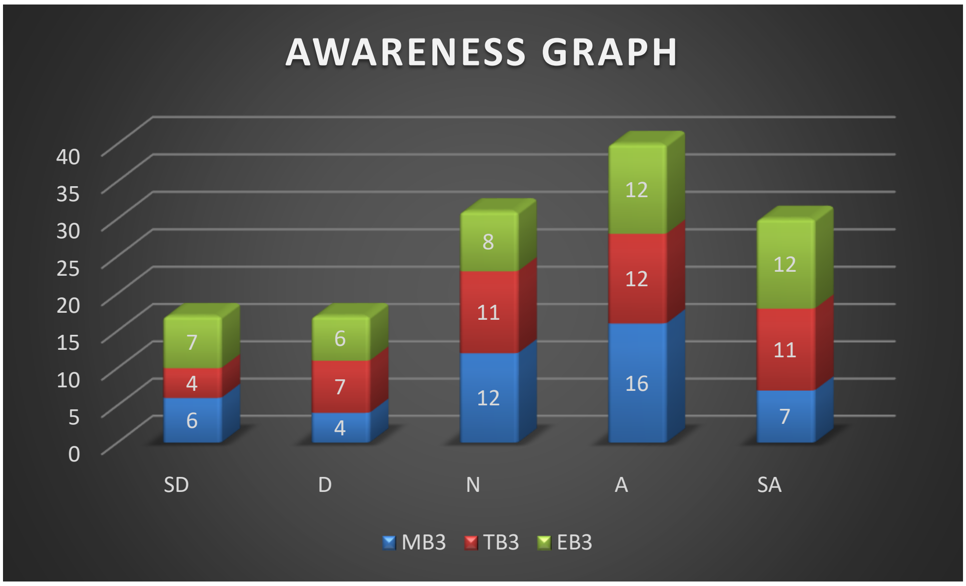

Figure 4.4 Responses on the level of awareness and understanding of Green Banking strategies by customers

Source: Primary data (2025)

Figure 4.4 indicates that most of the customers are aware and understand Green Banking strategies such as Mobile (MB), Telephone (TB) and E-Banking (EB) as most respondents (A) Agreed and (SA) Strongly Agreed with high responses of 12 and for E-Banking, 11s on both fields for Telephone Banking and 7 and 13 on Mobile Banking respectively. Fewer responses were under (D) Disagree and (SD) Strongly Disagree, with only 4-6 respondents under (D) Disagree. These results suggest a generally high awareness and understanding, aligning with (Abid and Noreen, 2021) who highlighted consumer education equates to Digital Banking awareness and understanding.

Table 4.18 Descriptive statistics on customer awareness and understanding of Green Banking strategies

	Mean	St. Deviation	t-value	p-value
MB3) How aware are you of the environmental benefits associated with CBZ's Mobile Banking?	3.31	1.240	1.68	0.101
TB3) How aware are you of CBZ's efforts to reduce environmental impact through telephone banking?	3.36	1.417	1.70	0.095
EB3) How aware are you of CBZ's Green initiatives implemented through E-banking?	3.42	1.270	2.22	0.032

Source: Primary data (2025).

Table 4.18 shows a one sample t-test conducted along with p values showing variations in awareness levels with p values below 0.05 and others above 0.05 a moderate to high level of awareness (mean-3.31: Standard deviation-1.240) of environmental benefits via Mobile Banking (MB3) by customers. Awareness of Telephone Banking also shows a moderate level of awareness (mean-3.36: Standard Deviation-1.417) on how Telephone Banking reduces environmental harm. E-Banking shows a high awareness level (mean-3.42: Standard Deviation) of the initiatives through E-Banking. These findings suggest that customers are generally aware of CBZ's Green Banking strategies across all platforms. However, the moderate standard deviations highlight need for consistent awareness campaigns to ensure customers fully understand the environmental value of CBZ Green Banking strategies. This is as supported by Nandini and Prabu (2021) under empirical review highlighting on the need to increase consumer awareness of green banking by carrying out Bank Social Responsibility programs, from time to time and also supported Pariag-Maraye et al. (2017) noting that environmental awareness plays an important role in making a green image as consumers are more consciouss of the accessed products and services. To heighten green attitude and raise environmental awareness, banks can go for green marketing approaches. Green marketing approaches promote a very favourable environmental image development and shape customer attitudes.

4.5 Discussion of Findings

To verify effectiveness of Green Banking strategies by CBZ, Bindura the research shows that Green Banking strategies effected by CBZ, Bindura specifically Mobile, Telephone and E-Banking were perceived effective by CBZ employees. This is evident through a higher number of employee responses falling under (SA) Strongly Agree and (A) Agree), particularly for MB3 (Mobile Banking reducing paperwork) and TB3 (Telephone Banking contributing to faster customer query resolutions) in Likert scale responses showing that employees generally perceive Green Banking strategies and also through mean scores with the range 3.33 to 4.20 suggesting moderate to strong agreement. The t-test conducted also showing ratings significantly above neutral (test value=3) and most of the items with a statistically significant p value less than 0.05 indicating employees' strong perceptions on the effectiveness of Green Banking Strategies. These findings support the stakeholder theory which suggests the importance of internal stakeholders (employees) in ensuring strategic effectiveness

(Freeman, 1984). To assess the effects of Green Banking strategies implemented by CBZ, Bindura on customer satisfaction, Regression analysis proved Mobile Banking to have the strongest positive impact on customer satisfaction, with an R value of 0.883, whilst Telephone and E-Banking have R values of 0.650 and 0.620 respectively depicting moderate but significant positive effects on customer satisfaction. Mobile Banking had high scores even on Likert scale with most customers Strongly Agreeing to its convenience and ease of navigation, whilst with Telephone Banking there was quite fair distribution between customers finding it helpful and efficient and some not experiencing the same, E-Banking on the other hand showing customers' percentages under Strongly Disagree to Disagree was quite alarming showing the need for improvements in accessibility and service quality. Therefore, the p-values for each variable was less than 0.05 showing statistical significance, thus the null hypothesis (H0) which stated that Green Banking strategies have no significant impact on customer satisfaction is rejected supporting the alternative hypothesis, Green Banking specifically, Mobile, Telephone and E-Banking has a significant impact on customer satisfaction. These findings are consistent with past findings that emphasizes on Green Banking Strategies working hand in hand with customer satisfaction (Singh and Malhotra, 2021). This aligned with studies such as of Alalwan et al. (2016) which suggest digital banking and its impact on customer satisfaction. Lastly, to confirm the level of awareness and understanding of Green Banking strategies by CBZ, Bindura customers, there was a moderate to high level of awareness reflected by mean scores above 3.0 across all awareness indicators. The standard deviations scorings however showed that understanding and awareness levels differed between customers also supported by the different levels in p values suggesting the need for continued education and Green Banking campaigns as supported by Pariag-Maraye, Munsamu and Ansaram (2017) under empirical review.

4.6 Chapter Summary

This chapter presented a detailed analysis on the data collected in line with the Green Banking strategies (Mobile, Telephone and E-Banking) implemented by CBZ, customer satisfaction and customer awareness and understanding of the Green Banking strategies implemented by CBZ, Bindura. The chapter began with an outline of the response rate from distributed questionnaires, to descriptive statistics summarizing respondents' characteristics and measuring means and standard deviations to assess trends in responses. Data was also visualized through graphs and tables, for easy interpretation, including stacked bar charts showing the levels of agreement across variables using Likert scales. For further investigation between variables inferential statistics were used, with Regression analysis and ANOVA tests done for the hypothesis of study. The results assisted in determining the tenacity and significance of associations between independent and dependent variable. Thus these results laid a foundation for the discussion in the next chapter where implications and recommendations are drawn from these findings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter shows a summary and interpretation of the key results derived from the data analysis in chapter 4. The major role was to determine the impact of Green Banking strategies implemented by CBZ, Bindura and their influence on customer satisfaction. This chapter discusses how the findings relate to objectives and hypothesis of this study, highlights whether it aligns with previous literature and offers recommendations.

5.1 Summary of Findings

5.1.1 To verify the effectiveness of Green Banking strategies put in place by CBZ, Bindura.

The verification of the effectiveness of Green Banking strategies as the first objective had data collected from employees, revealed that these strategies were very effective especially with Mobile Banking in reducing environmental impact and also improving service delivery. Supported by Freeman, (1984), that employees are key stakeholders in Green Banking implementation and operation, thus collecting their responses regarding effectiveness of Green Banking strategies (Mobile, Telephone and E-Banking) acknowledges insider perspectives and aligns with the stakeholder theory getting employee views and insight giving a picture on how well the strategies are functioning and their true impact on customer satisfaction.

5.1.2 To assess the effects of Green Banking strategies implemented by CBZ, Bindura.

The second objective on the assessment of the effects of Green Banking strategies on customer satisfaction showed that Mobile Banking also has the highest rating on satisfaction levels supported by strong means and Likert scale agreement. E-Banking and Telephone Banking also showed a level of satisfaction however in need of improvements. This supported by Singh and Malhotra (2021) on the positive relationship of mobile Banking and customer satisfaction, Asad (2016) who indicates that Telephone Banking has a positive impact on customer satisfaction and also Ahmed and Al-Zu'bi (2011) that accessibility and all E-Banking enhancements have a positive impact on customer satisfaction. Mobile Banking with the strongest impact showed by Regression (R) value of 0.883, Telephone Banking and E-Banking with 0.650 and 0.620 respectively. The results showed the need to improve E-Banking services, however overall the findings are consistent with past findings that emphasizes on Green Banking Strategies working hand in hand with customer satisfaction (Singh and Malhotra, 2021). This aligned with studies such as of Alalwan et al. (2016) which suggest digital banking and its impact on customer satisfaction.

5.1.3 To confirm the level of awareness and understanding of Green Banking strategies by CBZ, Bindura customers.

The last objective being on confirming the level of awareness and understanding of Green Banking strategies by customers. Customers demonstrated moderate to high levels of awareness of the environmental benefits of CBZ's Green Banking strategies with mean values above 3.0 for all awareness indicators. The p values and standard deviation suggesting the need to keep on spreading awareness and education to customers as supported by Pariag-Maraye, Munsamu and Ansaram (2017) under empirical review noting that environmental awareness plays an important role in spreading awareness.

5.2 Conclusion

The findings suggest that Green Banking strategies contribute to customer satisfaction, particularly Mobile Banking, Henry (2019) cites how Mobile Banking positively impacts customer satisfaction, Asad (2016) also indicates that Telephone Banking has a positive impact on customer satisfaction and also with studies such as of Alalwan et al. (2016) which suggest digital banking and its impact on customer satisfaction. Although E-Banking was intended to enhance customer experience, technical and usability challenges reduced its effectiveness and customer satisfaction. The study concludes that while CBZ Bindura has made commendable efforts toward Green Banking, there is more to be done to optimize usability and effectiveness of all digital channels, mostly E-Banking.

5.3 Recommendations

In light of the conclusion, E-Banking systems needs to be improved, that is improve transaction speed and system reliability to increase customer trust and satisfaction. Customer education campaigns should also be on going they should never stop as technology evolves all the time and less tech-savvy customers also need to be trained and increase their awareness. CBZ, Bindura should invest more in Mobile and Telephone Banking and expand these platforms, maintain and upgrade them regularly as it is where their strengths lie and has high satisfaction levels. There should also be regular evaluations of Green Banking strategies conducted to ensure they meet environmental and customer needs.

5.4 Suggestion for Further Research

- This study by the researcher, provided important insights on the impact of Green Banking strategies on customer satisfaction at CBZ, Bindura, however there are other areas and measures future researchers can utilize to increase scope. This includes, the extension of other Banks in Zimbabwe or rather not only considering CBZ, Bindura but also other CBZ branches all over Zimbabwe for instance in Harare and Mutare, this allows having a broader view on Green Banking strategies.
- Future researchers can also make use of a qualitative or mixed method approach to gain deeper insights into customer perceptions and behaviours.
- Also, as Green Banking is not only based on customer satisfaction, the next researchers can focus on the impacts of Green Banking strategies on bank profitability, costs reduction and operational efficiency.
- Other variables other than the three variables (Mobile, Telephone and E-Banking) such as (ATM) Automated Teller Machines can also be mentioned by future researchers.

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Appendix 1: Letter of approval

Bindura University of Science Education

P Bag 1020

Bindura

Dear Respondent

RE: REQUEST FOR RESPONSES ON THE QUESTIONNAIRE

My name is B210943B an undergraduate student at Bindura University of Science and Education (BUSE), studying towards a Bachelor of Commerce Honours Degree in Banking and Finance. I am conducting a research on '**The impact of Green Banking strategies on customer satisfaction in the case of CBZ Bindura**". Your honest views and opinions are very much appreciated. Your responses will be very confidential and assured they are for academic purposes only. Writing of names and any form of identity is not necessary. Thank you for your participation.

Appendix 2: Questionnaire

SECTION A: FOR CUSTOMERS

Instructions: Kindly tick where applicable

DEMOGRAPHIC INFORMATION

Age	1)Under 18	
	2)18-24	
	3)25-34	
	4)35-44	
	5)45 and above	
Gender	1)Male	
	2)Female	
	3)Prefer not to say	
Education level	1)Primary	
	2)Secondary	
	3)Tertiary	
Period in partnership	1)Less than 1 year	
	2)1-5years	
	3)5-10years	
	4)More than 10 years	
CBZ relationship	1)Customer	
	2)Employee	

SECTION B: STRICTLY FOR CUSTOMERS

Instructions: Please indicate your level of agreement with each of the following statements based on your knowledge of CBZ's Green Banking Strategies.

USING MOBILE BANKING

	SD	**D**	**N**	**A**	**SA**

Questions	1	2	3	4	5
MB1) How satisfied are you with CBZ's Mobile Banking services?					
MB2) How easy is it to navigate the CBZ Mobile Banking application?					
MB3) How aware are you of the environmental benefits associated with CBZ's Mobile Banking?					

USING E-BANKING

	SD	D	N	A	SA
Questions	**1**	**2**	**3**	**4**	**5**
EB1) How easy is it to find information on CBZ's online banking platform?					
EB2) How satisfied are you with the speed and responsiveness of CBZ's online banking services?					
EB3) How aware are you of CBZ's Green initiatives implemented through E-banking?					

USING TELEPHONE BANKING

	SD	D	N	A	SA
Questions	**1**	**2**	**3**	**4**	**5**
TB1) How would you rate the helpfulness of telephone bank					

representatives?					
TB2) How satisfied are you with efficiency of CBZ's telephone banking services?					
TB3) How aware are you of CBZ's efforts to reduce environmental impact through telephone banking?					

CUSTOMER SATISFACTION

	SD	**D**	**N**	**A**	**SA**
Questions	**1**	**2**	**3**	**4**	**5**
CS1) Overall, how satisfied are you with the services offered by CBZ Bank?					
CS2) How likely are you to continue using CBZ Bank's services to others?					
CS3) How likely are you to recommend CBZ Bank's services to others?					

SECTION C: STRICTLY FOR EMPLOYEES

Instructions: Please indicate your level of agreement with each of the following statements based on your knowledge of CBZ's Green Banking Strategies.
Key: SD= Strongly disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly agree

ON MOBILE BANKING

	SD	**D**	**N**	**A**	**SA**

Questions	1	2	3	4	5
MB1) How effectively do you think Mobile Banking services meet customer needs?					
MB2) Customers often request support related to Mobile Banking services					
MB3) Mobile Banking has reduced paperwork and improved environmental sustainability					

ON E-BANKING

	SD	D	N	A	SA
Questions	**1**	**2**	**3**	**4**	**5**
EB1) How effective is CBZ's E-Banking platform in reducing in-branch traffic?					
EB2) Customers are satisfied with the use of E-Banking					
EB3) E-Banking system is accessible and user friendly for most customers					

ON TELEPHONE BANKING

	SD	D	N	A	SA
Questions	**1**	**2**	**3**	**4**	**5**
TB1) Customers use Telephone Banking services often					
TB2) Very confident in resolving issues via telephone support					

TB3) Telephone Banking system contributes to faster resolution of customer queries compared to in-person visits					

Appendix 3: Turn it in report

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