CHRISTIAN SERVICE UNIVERSITY COLLEGE

SCHOOL OF BUSINESS

DEPARTMENT OF MARKETING, LOGISTICS AND CORPORATE STRATEGY

E-BANKING SERVICES, CUSTOMER RELATIONSHIP MANAGEMENT AND

CUSTOMER SATISFACTION OF SOME SELECTED RURAL BANK IN GHANA.

BY

MOSES TEYE

GIFTY APOLIKAME

FILICIA BADU

FRANK KWAME OSEI

A DISSERTATION SUBMITTED TO SCHOOL BUSINESS,

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI, GHANA, IN

PARTIAL FULFILIMENT OF THE REQUIREMENTS FOR THE AWARD OF

THE DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION IN

MARKETING.

DECEMBER, 2020

DECLARATION

We hereby declare that this submission is our own work towards the Degree of Bachelor of Business Administration and that, to the best of our knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in text.

Name	Index Number	Signature	Date
MOSES TEYE	10004018	…………...	………….
GIFTY APOLIKAME	10004020	…………..	…………
FILICIA BADU	10003242	…………..	…………
FRANK KWAME OSEI	10002871	…………...	…………

Supervisor's Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision laid down by Christian Service University College.

Certified by:

Mr. Jerry Jay Kraa	…………………….	………………….
(Supervisor)	Signature	Date

Nana Danso Boafo	……………………	…………………
(Head of Department)	Signature	Date

DEDICATION

We dedicate this work to our parents; Moses Teye: Mr. & Mrs. Teye, Gifty Apolikame: Mr. & Mrs. Apolikame, Felicia Badu: Mr. & Mrs Agyeman Badu, Frank Kwame Osei: Mr. & Mrs. Osei

ACKNOWLEDGEMENT

We thank the Almighty God for seeing us through the entire research period. Again, Many thanks go to our Supervisor Mr. Jerry Jay Kraa for his guidance and support during this entire research period. We are indebted to you for your guidance and mentorship. In addition, thanks to our colleagues and friends for their encouragement and support during this entire period. This final document is as a result of your participation and input. Our special thanks goes to our beloved spouses, sons and daughters for their understanding and patients throughout our studies.

ABSTRACT

The study assessed the effect of E-banking and customer relationship on customer satisfaction in banks within the Kumasi metropolis. The study was conducted with a sample size of 600 out of which 502 representing 84% response rate was achieved. Questionnaires were used to collect the data. Purposive and convenient sampling techniques were used to select customers of the banks. Statistical Package for Social Sciences was the software used to analyse the data and multiple linear regression was used in the interpretation. The study found in full banking to positively and significantly impact customer relationship management and customer satisfaction. Customer relationship management was found to positively and significant impact customer satisfaction. The study recommended that banks should continue to improve and upgrade their Full banking systems for reliable service delivery to bank customers. Banks should also engage in Full practices to develop good relations with customers in their service delivery processes.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATION

ADC	Alternative Delivery Channel
ATM	Automated Teller Machine
CRM	Customer Relationship Management
GSM	Global System for mobile communications
ICTs	Information and Communication Technologies
ISOs	Independent Sales Organizations
PIN	Personal Identification Number
SMS	Short Message Service
SPSS	Statistical Package for Social Sciences
WWW	world wide web

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In this 21st century, Technology is making tremendous impact upon rural banking industry and in general financial services is no exception. The application of information and communication technology concepts, policies and implementation strategies to rural banking services has become a subject of concerns to all rural banks and for local and global competitiveness in rural banking industry. As a result of this technological improvement business environment in financial sector is extremely dynamic and rapid changes and the demands rural banks to serve their customer through the use of internet, (Mchomba, 2018). Technology revolution has shaped by the age of globalization. The internet massively impacts all aspects of business. Electronic business is no longer an option for businesses; it is necessity (George, 2011).

Recently, electronic banking has been adopted in various commercial activities, (Mambi, 2010), advancing services such as sell and purchase of items through the use of internet systems. Despite the risk associated with this technology, market economy, and the need to make the world a one village has necessitated commercial and financial institutions to adopt electronic banking to link rural banking activities more easily than it was in the past. This is to say with electronic banking it is even easier for a holding rural banks to control its subsidiary rural bank allocated at distant as a result of technological advancement (Ballali, 2011). Today, it is hard to see a rural banking in the country that does not offer one type of electronic banking service or the other, even rural banks in the most remote parts of the

country. Developing areas in the country are now using internet-banking services as a competitor strategy.

The competitiveness in the rural banking industries have called for the need to improving on board the electronic platform into industries around the country. Banks chose to implement, investigate, analyze and endeavor to present internet banking service to decrease holding up time, lapses costs and enhance customer service support. Their internet banking services permit clients to access and inquire about their own particular accounts, and perform basic transactions by means of the internet from their PCs and smart phones at their workplace and home whenever the timing is ideal time (Mchomba, 2018). Customer Relationship Management (CRM) is one of the major sources of competitive advantage in the banking sector. Furthermore, customer CRM is an extensively accepted instrument that supports customer-oriented organizations' decision (Mohammed, Rahid & Tahir, 2014). Banks seeks to achieve zero defection rate of profitable customer and minimize the subsequent loss of customers.

Commercial bank of Ethiopia is the leading bank in terms of market share, region network, customer and capital base, and aggressively expanded it regions all over the country (Gayathry, 2016). CRM is increasingly important to firms as they seek to improve their profits through longer-term relationships with customers. (Coltman et al., 2012). Customer relationship management is recognized as the principal goal of marketing and the primary objective of any business. Particularly, in service industries, it is specifically stressed as the cost of maintaining an existing customer is much less than acquiring a new customer in a service transaction. It is a well-accepted fact that associations with the customers prosper

when marketers take the extra effort to reach the customers and to satisfy their unsatisfied needs and expectations. Service industry has been the forerunners in implementing customer relationship management practices, (Gayathry, 2016). Satisfaction is a relevant predictor of loyalty. More satisfied customers tend to be more loyal and more likely to recommend the bank to other consumers.

De Matos et al. (2013) indicate that, understanding of customer loyalty requires an understanding of the client's satisfaction in the first place. Their research is devoted to the relationship between satisfaction and customer loyalty. (Fraering and Minor, 2013) A satisfied customer is of great importance for the bank. Keeping a current customer faithful requires five times less effort, time and money than getting a new one. Such a customer is willing to pay higher prices, is a free form of advertising for the bank, and is inclined to purchase further products. He or she raises in bank employees a sense of satisfaction and pride in their work and business (Koraus, 2011; Titko and Lace, 2010). Consumers do not want to play games, if they feel that something has gone wrong, they go away and choose another supplier, (Bilan, 2013). Bank management should pay more attention to other factors than profit only: above all, to customer satisfaction. (Krawcheck, 2012)

1.2 Statement of Research Problem

Banking customers today seek more than price bargains. They want useful, dependable, and reliable technologies. Many banking in Ghana have exponentially embraced the use of Information Communication Technologies in their service provision causing a huge competition in the banking industry (Mchomba, 2018). In response to this, many financial institutions are directing their strategies towards increasing customer satisfaction and loyalty

through improved service quality as it gives competitive advantage for banking by reducing operational cost and providing best satisfaction of customer needs.

Modern bank customers are developing preference for electronic banking in recent time. It is obvious that banks that do not offer electronic banking services may lose their clients to their competitors (Kwarteng, 2015). They are providing e-banking services to their customers to increase customers' satisfaction in the banking service (Shittu, 2010). This has called for a continual strengthening and intensifying electronically based services. These services include; Automated teller machine (ATM), SMS banking and mobile banking. E-banking was adopted to ease pressure at the banking hall and provide space yet this seem not to have been materialized. Some banks have instituted measures to deter people from the normal vis-à-vis banking by imposing some transactional charges on it while making the electronic transactions virtually free if not little charges. In spite of all these efforts, the issues of bank congestion have not been resolved and as efforts seems to have little influence on the behavior of customers in adopting the electronic channels for service delivery. It is against this background the researchers have proposed to enquire into the effect of e-banking and customer relationship management on customer satisfaction.

1.3 Research Objectives

The study was guided by the following objectives;

a. to examine the relationship between E-banking services and CRM of banks within the Kumasi metropolis.

b. to ascertain the effect of E-banking on customer satisfaction of banks within the Kumasi metropolis.

c. to assess the relationship between CRM and customer satisfaction of banks within the Kumasi metropolis.

1.4 Research Questions

The study sought to answer the following research questions;

a. What is the effect of E-banking on customer relationship management of banks within the Kumasi metropolis?

b. How does E-banking impact customer satisfaction of banks within the Kumasi metropolis?

c. What is the relationship between customer relationship management and customer satisfaction of banks within the Kumasi metropolis?

1.5 Scope of the Study

The scope of the study is defined in terms of its geographical coverage and the theoretical scope. Geographically, the study was conducted within the Kumasi metropolis in the Ashanti region of Ghana. Kumasi is the capital city of Ashanti region and is considered as one of the major business hubs in Ghana and West Africa. The study focused on the banking industries especially the rural banks operating within the metropolis.

On a contextual wise, the study, the study falls within the marketing discipline. This has been narrowed down to the concept electronic service in the banking sector, customer relationship management and customer satisfaction.

1.6 Significance of the Study

This study was very importance because it has made so many discoveries and contributions. First and foremost, the study has contributed significantly to academic literature as a reference for other studies and academicians. It offered several revelations on the relationship between customer relationship management and customer satisfaction for further researches to make points and notes from the findings. Students can also benefit from the findings to gains academic knowledge on the subject and concepts discussed. On the other hand, the study has also offered pragmatic knowledge for organizations implication. Managers can draw on the findings to make decision with regard to customer satisfaction of e-banking service and customer relationship management practices.

1.7 Limitations of the Study

There are limitations to every research work. Just like any other study, this study has encountered its own challenges. It was noted that subjects' participation met some constraints as the researcher had problems getting respondents. It was also noted that those who initially participated in the study did not actually registered their true experience and knowledge of the of the study variables. However, upon thoroughly explanation and conviction, subsequent participants have freely and honestly answered the questionnaire to meet the researcher's expectation. Of course, one cannot neglect the role of finance in conducting research. Another challenge was the outbreak of the corona virus (COVID-19) which with made the study to be conducted with extra carefreeness. This made it difficult to get respondents for the study as everyone is scare of getting infected with the virus. However, with the limited resources at the disposal of the researchers, the study has been a success.

1.8 Organization of the Study

This study comes in five different chapters. Chapter one consist of the background of the study, statement of the problem, scope of the problem, research question, objectives of the study, scope of the study, significance of the study. Chapter two dealt with the literature review. This chapter examines the views of other theorists and authors about the issue under discussion as well as review of previous studies on the impacts of electronic banking on customer satisfaction. Chapter three outlines the research method also employed in the carrying out the study. It also deals with the study area, sample size and the sample selection as well as methods of data collection and analysis. Chapter four presented the analysis and presentation of data in this study. Chapter five being the last chapter of this study present the summary of findings, conclusion and the necessary recommendations of the study which emanated from the findings of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter review the existing literature on the topic under study that is "effect of e-banking services and customer relationship management on customer satisfaction of some selected rural bank limited in Kumasi metropol"

2.2 E-banking

The concept of electronic banking has been defined in many ways. Daniel (1999) defines electronic banking as the delivery of banks' information and services by banks to customers via different delivery platforms that can be used with different terminal devices such as a personal computer and a mobile phone with browser or desktop software, telephone or digital television. Electronic banking refers to the use of the internet as a remote delivery channel for providing services, such as opening a deposit account, transferring funds among different accounts and electronic bill presentment and payment. This can be offered in two main ways. First an existing bank with physical offices can establish a website and offer these services to its customers in addition to its traditional delivery channels. Second is to establish a virtual bank, where the computer service is housed in an office that serves as the legal address of such a bank, (Timothy, 2012).

E-banking, a term used for new age banking system, which represents an automated delivery of new and traditional banking products and services directly to customers through electronic, interactive communication channels, (Driga & Isac, 2014). Electronic banking is the

distribution of information service by banks to customers via different delivering platforms that would be received and used through personal computers, smartphones and other electronic device, (Daniel, 1999). Electronic banking is "an umbrella term for the process by which a customer may perform banking transactions electronically without visiting a brick-and-mortar institution", (Keivani et al, 2012). Electronic banking is defined as the automated delivery of new and traditional banking products and services directly to customers through electronic, interactive communication channels (Flavián et al, 2004).

E-banking includes the systems that enable financial institution customers, individuals or businesses, to access accounts, transact business, or obtain information on financial products and services through a public or private network, including the Internet. The use of electronic banking initially was just basic, that was providing the service of only allowing customers to view their bank statements and paying bills online with on other transaction as current e-banking services the banks are carrying out or rending to their customers, (Shannak, 2013). E-Banking is also called Internet banking, on-line banking or PC banking. Pikkarainen et al (2004) define internet banking as an "internet portal, through which customers can use different kinds of banking services ranging from bill payment to making investments". With the exception of cash withdrawals, internet banking gives customers access to almost any type of banking transaction at the click of a mouse (De Young, 2001). Indeed, the use of the internet as a new alternative channel for the distribution of financial services has become a competitive necessity instead of just a way to achieve competitive advantage with the advent of globalization and fiercer competition (Gan and Clemes, 2006).

E-Banking may include ATMs, wire transfers, telephone banking, electronic funds transfers and debit cards. Nowadays, internet banking sites process customer service inquiries, allow transactions from one account to another, take loan applications, open new accounts inter alia. In addition to the rapid deployment of electronic bank 'branches' an entire financial community has suddenly appeared, offering most and financial service a customer could want. New forms of money are being coined to pay for transactions, and untraceable payment protocols are being tested and marketed. As SCN Education B.V. (2001) pointed out several advantages of E-Banking firstly; some banks who offer services on the net currently are very few, thus those who offer such services would be perceived as leaders in technology implementation thus 3they would enjoy a better brand image. Secondly; the costs incurred in delivering various banking products and services would be reduced. Banks use online banking as it is one of the cheapest delivery channels for banking products (Pikkarainen et al, 2004). Wise and Ali (2009) argued that many banks want to invest in ATMs to reduce branch cost since customers prefer to use them instead of a branch to transact business. Thirdly, banks which enter early will be able to get a better handle on the services and products which the consumers need. Also, these banks will require less time to develop and deliver products to their customers. Finally, the banks can use their web sites to sell their own as well as other third party products to their customers. The diverse range of products and services which can be sold through web sites will lead to increase revenues for the banks.

There are other numerous advantages to banks offered by online banking such as mass customization to suit the likes of each user, innovation of new products and services, more effective marketing and communication at lower costs (Tuchilla, 2000), development of non-

core products such as insurance and stock brokerage as an expansion strategy, improved market image, better and quicker response to market evolution (Jayawardhena and Foley, 2000). Such service also saves the time and money of the bank with an added benefit of minimizing the likelihood of committing errors by bank tellers (Jayawardhena and Foley, 2000). Robinson (2000) believes that the supply of internet banking services enables banks to establish and extend their relationship with the customers. Banks that offer service via this channel claim that it reduces costs and makes them more competitive.

However, many corporate customers are not highly enthusiastic about Internet banking. An understanding of why corporate customers do not accept internet banking can assist banks to implement this self-service technology more efficiently. Those already using Internet banking seem to have more confidence that the system is reliable, whereas non-users are much more service conscious, and do not trust financial transactions made via Internet channels. Non-Internet banking users tend to have more negative management attitudes toward adoption and are more likely to claim lack of resources. Legal support is also a major barrier to Internet banking adoption for corporate customers. Today, banks are already loosing enormous amounts through cheques and credit card fraud. There are three (3) security aspects in a transaction: content confidentiality, integrity and authentication and non-repudiation. (The security solutions of the future are therefore major concern for banks. If customers distrust the security it may create multiple problems. Banks will find it hard to launch Internet banking services if demand is low because of security doubts. Though the banks themselves believe that the security levels for bank transactions over the internet are sufficient, they also believe that their customers distrust existing security solutions, primarily because they are software

based. Rotchanakitumnuai; Speece, 2003) state that though banks are very interested in internet banking they are concerned with the risks connected with procedures for transactions over the Internet.

2.3.1 Automated Teller Machines (ATMs) Usage

Electronic innovation in banking can be traced back to the 1970s when the computerization of financial institutions gained momentum. However, a visible presence of this was the introduction of the ATM. The modern contemporary era has replaced these traditional monetary instruments from a paper and metal based currency to "plastic money" in the form of credit cards, debit cards, etc. This has resulted in the increasing use of Automated Teller Machine (ATM) all over the world. The use of ATM is not only safe but is also convenient. Automated Teller Machine (ATM) is a computerized telecommunications device that provides the customers of a financial institution with access to financial transactions in a public space without the need for a human clerk or bank teller. On most modern ATMs, the customer is identified by inserting a plastic ATM card with a magnetic stripe or a plastic smartcard with a chip that contains a unique card number and some security information, such as an expiration date. Security is provided by the customer entering a personal identification number (PIN).

ATMs are placed not only near or inside the premises of banks, but also in locations such as shopping centers/malls, airports, grocery stores, petrol/gas stations, restaurants, or any place large numbers of people may gather. These represent two types of ATM installations: on and off premise. On premise ATMs are typically more advanced, multi-function machines that

12

complement an actual bank branch's capabilities and thus more expensive. Off premise machines are deployed by financial institutions and also Independent Sales Organizations (ISOs) where there is usually just a straight need for cash. Although ATMs were originally developed as just cash dispensers, they have evolved to include many other bank-related functions. In some countries, especially those which benefit from a fully integrated cross-bank ATM network, ATMs include many functions which are not directly related to the management of one's own bank account, such as: Paying routine bills, fees, and taxes (utilities, phone bills, social security, legal fees, taxes, etc.), Printing bank statements, Updating passbooks, loading monetary value into stored value cards, purchasing and so on. Steve (2002),

ATM services are highly profitable for banks, and banks aggressively market the use of ATM cards according to Christo Slav et al (2003). ATMs that are off bank premises are usually more profitable for banks because they attract a higher volume of non-bank customers, who must pay service fees. Brain (2000), outline the benefits of ATM usage as; bank personnel are not required to be present for transactions and have more time to serve clients; flexible account access allows clients to access their accounts at their convenience; increased hours of operation fit client schedules; more clients can be reached beyond the branch network, such as in smaller population centers; more low-cost funds are available because ATMs make it easier for clients to deposit savings. According to Loverock (2011), Automated Teller Machines (ATM) reduces the workload of bank`s staff – ATMs reduce the work pressure on bank`s staff and avoid queues in bank premises, the customer can obtain exact amount, there

is no human error as far as ATMs are concerned (Pandian et al, 2011). Using ATM, a customer can withdraw cash up to a certain limit during any time of the day or night (Akrani, 2011).

ATM is a modern device introduced by the banks to enable the customers to have access to money day in day out without visiting the bank branches in person. The system is known as „Any Time Money" or „Any Where Money" because it enables the customers to withdraw money from the bank from any of its ATMs round the clock. ATM has become the most popular and convenient delivery channel throughout entire country (Sharma, 2011). Chris (2006), in his research on Bank ATM Security Advice states that ATM bank cash machines have been incorporated in our way of life. They offer a real convenience to those on the run, but at the same time offer an element of risk. Using a bank ATM machine safely requires awareness and a little planning. Just because a bank ATM machine is open and available 24-hours a day doesn't mean it is always safe to use it.

However, this safety and convenience, unfortunately, has an evil side as well that do not originate from the use of plastic money but rather by the misuse of the same. This evil side is reflected in the form of "ATM frauds" that is a global problem. The use of plastic money is increasing day by day for payment of shopping bills, electricity bills, school fees, phone bills, insurance premium, traveling bills and even petrol bills. The convenience and safety that credit cards carry with its use has been instrumental in increasing both credit card volumes and usage. Brunner et al (2004) states that the ATM fraud is not the sole problem of banks alone. It is a big threat and it requires a coordinated and cooperative action on the part of the bank, customers and the law enforcement machinery. The ATM frauds not only cause

financial loss to banks but they also undermine customers' confidence in the use of ATMs. This would deter a greater use of ATM for monetary transactions. The world at large is struggling to increase the convenience and safety on the one hand and to reduce its misuse on the other. An effective remedy for prevention of ATM frauds, however, cannot be provided unless we understand the true nature of the problem. It is therefore in the interest of banks to prevent ATM frauds. There is thus a need to take precautionary and insurance measures that give greater "protection" to the ATMs, particularly those located in less secure areas.

2.3 Electronic banking service

The development of electronic banking dates from the late sixties and early seventies of the twentieth century and took place in several stages, Draskovic, et al, (2011). In recent years, banks have made their services increasingly convenient through electronic banking. Donell (2003) viewed electronic banking as banking services that consumers can access, by using Network system or an Internet connection to a bank's computer center, in order to perform banking tasks, receive and pay bills, and so forth. Many other financial services can be accessed via the Internet.

To most people, electronic banking means 24-hour access to cash through an ATM or paychecks deposited directly into checking or savings accounts (Hillier, 2002). Diniz (1998) in his view states that Electronic banking encompasses a broad range of established and emerging technologies. Some are ''front end'' products and services that consumers opt for, such as ATM cards and computer banking; others are ''back end'' technologies used by financial institutions, merchants, and other service providers to process transactions, such as

electronic check conversion. Some are tied to a consumer bank account; others are unrelated to a bank account but instead store monetary value in a database or directly on a card.

The usual E-banking services provided by banks are account management; bill payment and presentment; new account opening; consumer wire transfers; investment/brokerage services; loan application and approval; account aggregation; cash management; small business loan applications, approvals, or advances; commercial wire transfers; business-to-business payments; employee benefits/pension administration etc. E-banking is the newest delivery channel for banking services. Electronic banking can also be defined as a variety of following platforms; internet banking (or online banking), telephone banking, TV-based banking, mobile phone banking and PC banking (or offline banking). Internet banking is a form of self-service technology, costing millions of dollars, which leading retail banks have made available in the recent past.

2.3.2 Online banking

Online banking as a new type of information system that uses the innovative resources of the internet and WWW (world wide web) to enable customers to effect financial activities in virtual space (Shih and Fang, 2004) For example, it allows customers to perform a wide range of banking transactions electronically via the bank's web site (Tan and Teo, 2000). Online banking acceptance has gained special attention in academic studies during the past five years as, for instance, banking journals have devoted special issues on the topic (Bradley and Stewart, 2003; Mukherjee and Nath, 2003). There are two fundamental reasons underlying online banking development and diffusion. First, banks get notable cost savings by offering online banking services. It has been proved that online banking channel is the cheapest

delivery channel for banking products once established (Giglio, 2002). Second, banks have reduced their branch networks and downsized the number of service staff, which have paved the way to self-service channels as quite many customers felt that branch banking took too much time and effort (Karjaluoto et al., 2003). Therefore, time and cost savings and freedom from place have been found the main reasons underlying online banking acceptance (Howcroft et al., 2002).

Several studies indicate that online bankers are the most profitable and wealthiest segment to banks (Sheshunoff, 2000). On this basis, no bank today can underestimate the power of the online channel. However, there are few issues worth considerable as far as online banking is concern. To start with, customers need to have an access to the Internet in order to utilize the service. Furthermore, new online users need first to learn how to use the service (Mols et al., 1999). Second, non-users often complain that online banking has no social dimension, i.e. you are not served in the way you are in a face-to-face situation at branch (Mattila et al., 2003). Third, customers have been afraid of security issues (Howcroft et al., 2002).

However, with the development of asynchronous and secured electronic transaction technologies, more banks are now using online banking both as a transactional as well as an informational medium. As a result, registered online banking users can now perform common banking transactions such as writing cheques, paying bills, transferring funds, printing statements, setting up fixed deposits, purchasing investment related funds and enquiring about account balances. Online banking has evolved into a "one stop service and information unit" that promises great benefits to both banks and consumers (Tan and Teo, 2000). Online

banking works the same way as the traditional banking services. The main difference is that customers are accessing their account and information, making payments and reconciling statements by using their computer rather than paper to complete the transactions. Online banking services are crucial elements for the long-term survival of banks in the world of electronic commerce (Tan and Teo, 2000).

2.3.3 SMS banking

SMS banking is defined as a banking transaction in the form of short-messaging-service (SMS) by the use of mobile phone (Wan, et al., 2005). In the past, SMS is evolved among people as a key social memo to connect with family members, friends, and teachers. Today, SMS is also evolved as a medium that disseminates banking information to make individual contact with banks better (Li, 2005; Howcroft, et al., 2002). SMS banking is a banking service by which the bank provides accurate and reliable information to clients about the status and changes of their accounts via mobile phones. According to Mattila (2003), Short Message Service (SMS) banking is one of these Information and Communication Technologies (ICTs) that have revolutionized the banking sector alongside other electronic banking technologies and many businesses are launching mobile services ranging from information communication to transaction processing.

Short Message Service Banking (SMS banking) is the delivery of banking and financial services ranging from stock market transactions, administration of bank accounts and accessing customized information via telecommunications devices (Tiwari and Buse, 2007). The increasing application of wireless technologies of which mobile phones are just one

example, has provided banks with the opportunity to provide their services anytime, anywhere (Birch, 1999). However, since its incarnation, SMS banking has suffered from slow speeds, lack of standardization and anaemic consumer adoption but speed and device issues have now been addressed though consumer interest has not caught up (Khan, 2008). According to Leow (1999), the SMS channels can be linked to host systems through various means depending on the volume of the messages to be pushed for example simple modems or leased lines (using communication protocols like SMMP).

SMS uses the GSM special signalling channel instead of the voice channel; and this also strengthens the reliability of this banking channel (Adagunodo et al, 2007). The SMS computer application runs on corporate servers that are connected to SMS networks through specialized connectors and gateways connected to the SMS centers of mobile operators (Brown et al, 2003). The SMS deliverables range from account information enquiry to transaction processing tasks. The list of features includes: account balance enquiry, mini-statement requests, payment of cheques issued on account, account to account transfers, ATM or credit cards, electronic bill payments and purchasing mobile airtime (Tiwari and Buse, 2007).

SMS services can be categorized into Push SMS and Pull SMS. Push SMS is sending a message from an application (i.e. SMS server) to the mobile phone, Adagunodo et.al., (2007). It is a one-way message initiated by the mobile application. Push services include periodic account balance reports e.g. monthly reports of salaries and other credits to the account, large value withdrawals on account or from the ATM, and Onetime passwords authentication. Pull SMS refers to sending a request and getting a reply, hence, it is a full duplex scenario where

a user sends a request to the SMS banking application and the application responds with the information required. Pull SMS includes account balance enquiry, transfers between customer's own accounts say, from a savings to a current account, and electronic bill payments.

SMS banking today is the fastest growing banking channel, both in the field of corporate and retail banking. The development is no longer just driven by the banks desire to save money (Amin & Ramayah, 2010). It is the manifestation of customers; demand to access bank services at any given point in time. Obviously there are several reasons for SMS banking. It offers cost efficient alternative to branch banking due to the relatively low maintenance and update expenses. It can be accessed at any time by the use of a mobile phone, and does not require any human interaction at the bank end. All these transactions take place through the help of Global System for mobile communications (GSM) networking with the main banking system linking the database of customer details thereby able to receive requests and automatically replying them (Bhila, 2018). With SMS banking, convenience would be achieved 24 hours in a day. This is due to the fact that users have access to their mobile phone all day all time, (Adegunodo, Awodele & Bamidele, 2007). Banking customers of late have a wide range of options to conduct banking transactions. SMS banking allows clients' insight into the current account at any time requested by the client, financial transactions via SMS ISP services, information on loan maturity and receiving promotional messages by the bank, (Draskovic, et al, (2011).

2.3.4 Mobile banking

M-banking dates back to the end of the 1990s when the German company Paybox, in collaboration with Deutsche Bank, launched the first service. Initially, it was deployed and tested mostly in European countries: Germany, Spain, Sweden, Austria, and the United Kingdom. As Veijalainen et al. (2006) argue, the main driving force for the rapid acceptance of small mobile devices is the capability they offer for obtaining services and running applications at any time and any place, including while on the move. Researchers use various terms to refer to mobile banking, including m-banking (Liu et al. 2009), branchless banking (Ivatury and Mas, 2008), m-payments, m-transfers, m-finance (Donner and Tellez 2008), or pocket banking (Amin et al., 2006).

As an important component of electronic banking, m-banking usually constitutes an alternative delivery channel (ADC) for various financial and non-financial transactions. Regardless of the terminology they use, scholars generally define m-banking as an application of m-commerce that enables customers to access bank accounts through mobile devices to conduct transactions such as checking account status, transferring money, making payments, or selling stocks (e.g., Alafeef at el., 2012; Harma and Dubey, 2009; Lee and Chung, 2009). In addition, (Akturan and Tezcan, 2012; Masrek et al., 2012; Shih et al., 2010) cite m-banking as an innovative communication channel in that the customer interacts with a bank through a portable device.

Currently, almost every bank account holder is performing some online banking or enjoying the e-banking service which personally being part of it. Mobile banking is growing at a faster

rate and is here to stay, it allows customers to take advantage of the latest technology. In particular, the expanded uses of smartphones have increased demand for m-banking services, prompting many more banks, microfinance institutions, software houses, and service providers to offer this innovative service together with new sets of products and applications designed to extend their client reach (including to unbanked populations), improve customer retention, enhance operational efficiency, increase market share, and provide new employment opportunities (Shaikh, 2013).

Mobile banking has the potential of increasing the wealth of its users, (Sadiku, Tembely & Musa, 2017). Mobile banking services enable users to receive information on their account balances. The new WAP- and Java-enabled mobile phones using GPRS support a wider variety of banking services such as fund transfers between accounts, stock trading and confirmation of direct payments via the phone's micro browser. In Europe most banks have successfully introduce mobile financial services for these smart phones used by their customers, (DBLP 2004). The system that allows bank customers to conduct different financial transactions through a mobile device, being the newest service in electronic banking, mobile banking relies on WAP (wireless Application protocol) technologies since mobile device requires a WAP browser installed in order to allow access to information. (Driga & Isac, 2014) irrespective of the customer's geographical location transaction can take place without going to the premises of the bank to use the service there.

Mobile banking is something we are already into it, we login to our banking apps on our phones to deposit, pay back a friend and check our account balance. We can deposit and

transfer money within our banks, even not in all cases but in many cases we can transfer money to another financial institution within a short possible time with going to the banking hall to join queue. These days, more than 70% of bank customers are using the mobile bank for their transactions, (Mary, 2019). Banks are to provide security or guard your assets including your interactions on their mobile apps. Banks put up steps in place to follow to set up security precautions if you are worried about mobile banking security. Using username and password to login to a mobile banking app, you will enroll in for safety measures by your bank. Convenience, your ability to access your financial records anytime and anywhere makes mobile banking appealing. You can deposit and send someone else money and monitor transaction history while in a grocery line. In monitoring your account more often gives you a greater chance to discover fraud more quickly or spot times when you may have to slow down the rate at which you spend and this gives you a customer or consumer a safety advantage, (Mary, 2019).

2.4 Customer relationship management

Customer relationship management is one of the major sources of competitive advantage in the banking sector. Furthermore, customer relationship management is an extensively accepted instrument that supports customer-oriented organizations' decision (Mohammed, Rahid, and Tahir, 2014). Customer relationship management is increasingly important to firms as they seek to improve their profits through longer term relationships with customers (Coltman, Devinney and Midgley, 2012). Customer relationship management is recognized as the principal goal of marketing and the primary objective of any business. Particularly, in service industries, it is specifically stressed as the cost of maintaining an existing customer is

much less than acquiring a new customer in a service transaction. Service industry has been the forerunners in implementing customer relationship management practices (Gayathry, 2016,)

Customer relationship management in this sense is a set of business activities supported by the alignment of both technology and processes directed by strategy and designed to enhance firm

performance (Mukami, 2017)**.** CRM is a philosophically-related offspring to relationship marketing. CRM derives its roots from relationship marketing which is aimed at improving long run profitability by shifting from transaction based marketing, with its emphasis on winning new customers, to customer retention through effective management of customer relationships (Anabila and Awunyo, 2013). CRM builds on the philosophy of relationship marketing that aims to create, develop and enhance relationships with carefully targeted customers to maximise customer value, corporate profitability and thus shareholders value. The goal is to improve customers' experience of how they interact with the company, which hopefully will turn into more satisfaction, increased customer loyalty and a long-run increase in profitability.

The technology dimension of CRM which has often been used as the main distinguishing feature between CRM and RM serves only as an enabler thus making the distinction between CRM and RM hazy, nebulous and imperceptible especially when the 'customer' is used in the strict sense as the final beneficiary of the firm's output (Nwankwo & Ajemunigbohun, 2013) Equally noteworthy is the fact that RM in the strict sense of its effective contemporary practice cannot dispense with technology or technology solutions. CRM applications take full

advantage of technology innovations with their ability to collect and analyse data on customer patterns, interpret customer behaviour, develop predictive models, respond with timely and effective customized communications and deliver product and service value to individual customers (Chen & Popovich, 2003).

By using technology to optimise interactions with customers, companies can create a 360-degree view of customers to learn from past interactions to optimize future ones (Anabila et'al., 2013). Customer-centric management requires top management support and commitment to CRM throughout the entire CRM implementation since, momentum quickly dies down without it. Also, top management should set the stage in CRM initiatives for leadership, strategic direction and alignment of vision and business goals (Herington & Peterson, 2000). This view was reinforced in a META Group Report (1998) that singled out top management support and involvement as a key success factor in CRM implementations (Anabila et'al., 2013). For CRM to succeed, top management must demonstrate genuine commitment and active involvement in relationship marketing issues Anabila et'al., (2012).

As in most major change efforts, objections and disagreement among various functional departments are bound to come up in the process of business reengineering resulting from CRM implementation and this can best be resolved through direct intervention by top management, often resulting in changes to corporate culture. The META Group Report (1998) found that investing in CRM technology without a customer oriented cultural mindset is like throwing money into a black hole. Hence, when top management is keenly involved in relationship building efforts by way of galvanising and championing the entire process

through effective supervision, shaping of values, and re-engineering customer-centric focus, the net effect is increased customer loyalty and retention (Anabila & Awunyo-Victor, 2013). Banks seeks to achieve zero defection rate of profitable customer to minimize churn, the acquisition of subsequent loss of customer (Gayathry, 2016,)

2.4.1 Models of customer relationship management

To identify the effectiveness of customer relationship management and to determine the lacuna in the process of CRM by establishing an empirically tested CRM model, Gayathry (2016) model was used. Since CRM is a relationship, there should be a correlation between two objects namely customers and a bank. This is to identify the effectiveness of CRM that prevails between customers and a bank. A CRM model outlines the steps you'll be taking to win a customer's trust and nurture it over time, (Bean, 2019)
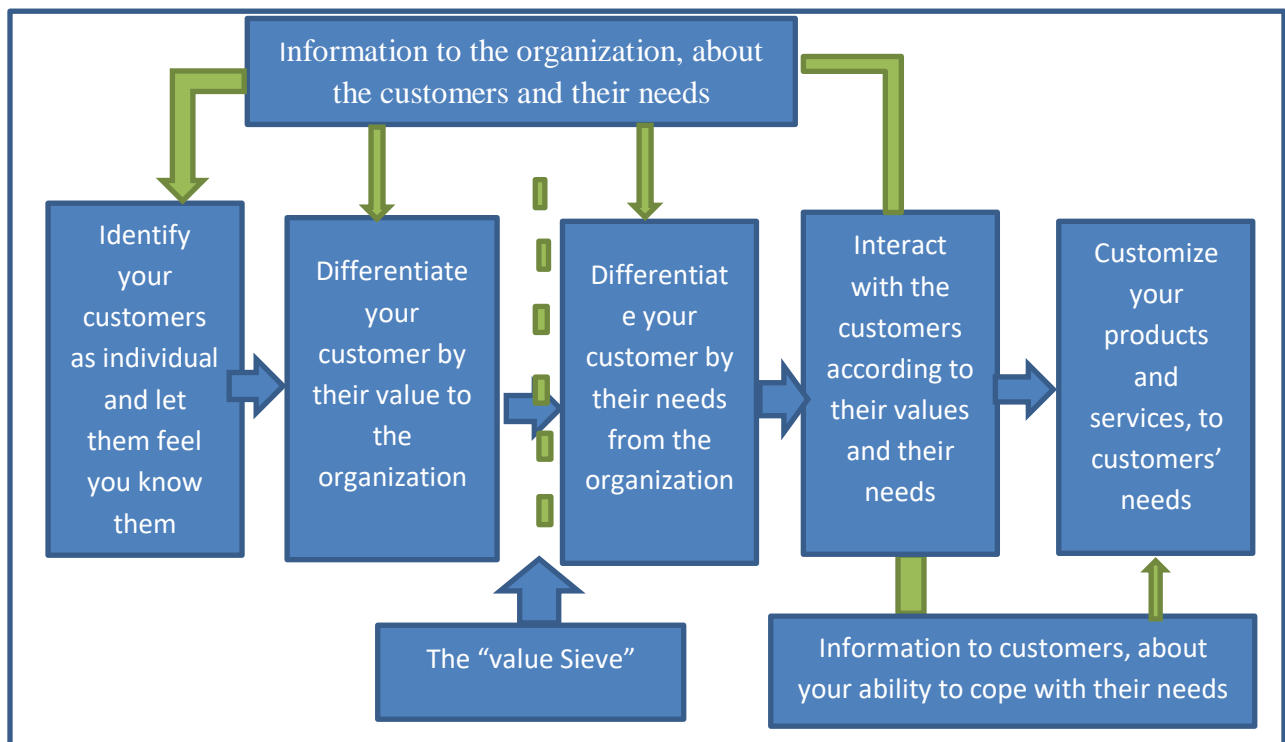
Figure 1 CRM

2.4.2 IDIC CRM model

The IDIC CRM model is an excellent framework for discovering and using your customer's needs and values as the foundation for how you interact with every customer.

2.4.3 Buttle's CRM value chain model

While every customer is important, not every customer is created equal. According to the 80/20 rule is sales, 20% of your customers provide 80% of your profits. With Buttle's CRM value chain model, offer extra attention and service to your most valuable customers, (Bean, 2019).

Primary stages	Customer portfolio analysis	Customer intimacy	Network development (SCOPE)	Value proposition	Manage the relationship
supporting conditions	Culture and leadership				
	Procurement processes				
	Human resource management processes				
	IT/data management processes				
	Organization design				

customer profitability
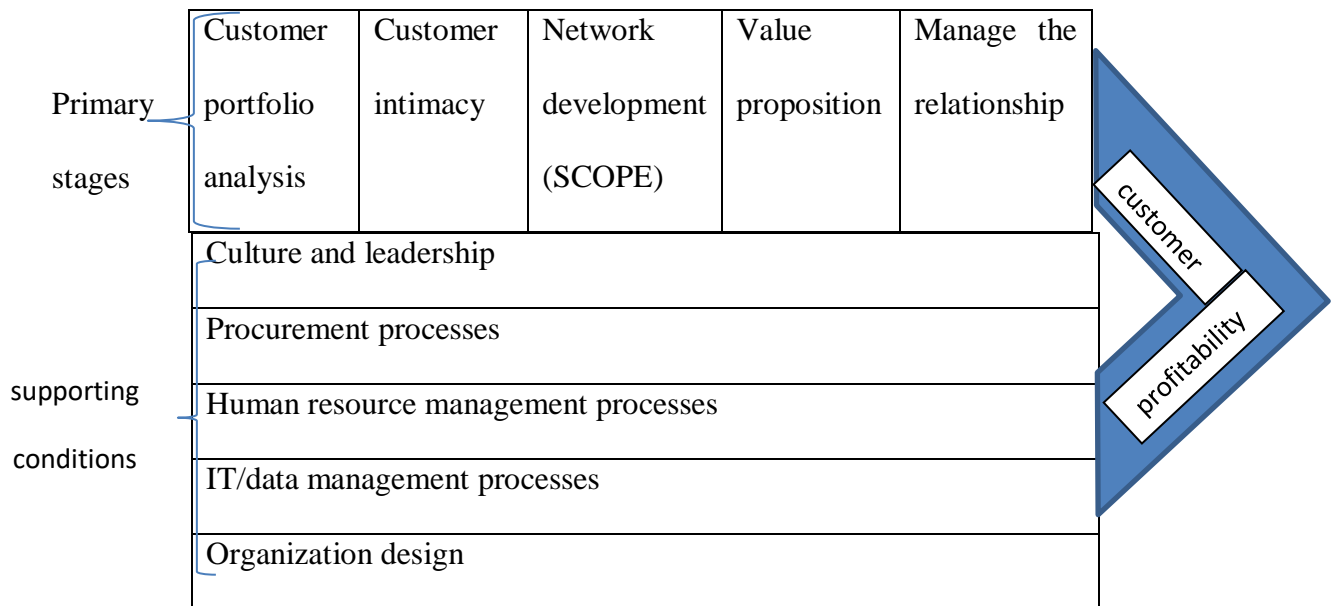
Figure 2

2.5 Customer Satisfaction

Concept of customer satisfaction has a central position in marketing as it is a major outcome of marketing activity and it links the processes of purchase and consumption or use of the product or service to attitude change, repeat purchase and ultimately brand loyalty (Roger and Halllowell, 1996). Origin of the concept is related to the marketing concept that profit is generated through satisfaction of customer needs and wants. Business Dictionary defines Customer Satisfaction as: The degree of satisfaction provided by the goods or services of a company as measured by the number of repeat customers (Gee et al., (2008). According to Tse and Wilton (1988) customer satisfaction is, "the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product perceived after its consumption. Customer satisfaction leads to product repurchase that ultimately leads to brand loyalty.

Customer satisfaction has been considered to be the essence of success in today's highly competitive banking industry. Prabhakaran and Satya (2003) mentioned that the customer is the king. Ndubisi (2005), Pfeifer et al., (2005) pointed out that the cost of serving a loyal customer is five or six times less than a new customer. Several researchers including Tariq and Moussaoui (2009), Han et al. (2008) and Ehigie and Akpan (2006) found that loyalty is a direct outcome of customer satisfaction. Generally speaking, if the customers are satisfied with the provided goods or services, the probability that they use the services again increases (East, 1997). Also, satisfied customers will most probably talk enthusiastically about their buying or the use of a particular service; this will lead to positive advertising (File and Prince,

28

1992). On the other hand, dissatisfied customers will most probably switch to a different brand; this will lead to negative advertising (Nasserzadeh et al., 2008).

The significance of satisfying and keeping a customer in establishing strategies for a market and customer oriented organization cannot be ignored (Bedi, 2010). Most of the researchers found that service quality is the antecedent of customer satisfaction (Kassim and Abdullah, 2010; Kumar et al., 2010; Yee et al., 2010; Kumar et al., 2009; Naeem and Saif, 2009; Balaji, 2009). Quality customer service and satisfaction are recognized as the most important factors for bank customer acquisition and retention (Armstrong and Seng, 2000; Lassar et al., 2000). A bank can differentiate itself from competitors by providing high quality service. Service quality is one of the most attractive areas for researchers over the last decade in the retail banking sector (Lassar et al., 2000; Bahia and Nantel, 2000; Sureshchandar et al., 2002; Gounaris et al., 2003; Choudhury, 2008). The service quality variables identified by Parasuraman et al., (1994) are reliability, responsiveness, competence, accessibility, courtesy, communication, credibility, security, understanding and tangibility.

More satisfied customers tend to be more loyal and more likely to recommend the bank to other consumers, (De Matos, Henrique & De Rosa, 2013). The understanding of customer loyalty requires an understanding of the client's satisfaction in the first place. A satisfied customer is of great importance for the bank. Keeping a current customer faithful requires five times less effort, time and money than getting a new one. Such a customer is willing to pay higher prices, is a free form of advertising for the bank, and is inclined to purchase further products. He or she raises in bank employees a sense of satisfaction and pride in their work and business (Koraus, 2011; Titko & Lace, 2010). Consumers don't want to play games, if

they feel that something has gone wrong, they go away and choose another supplier, (Bilan, 2013). Bank management should pay more attention to other factors than profit only: above all, to customer satisfaction, (Krawcheck, 2012)

2.5.1 Model of customer satisfaction

This tells the different stages or expectations of customer satisfaction. Customers have perceived quality and value and when these are achieved they then become satisfied. When satisfied they also become loyal customers but if not satisfied they lodge there complains which also leads them to become loyal customers. The diagram below shows much about it.
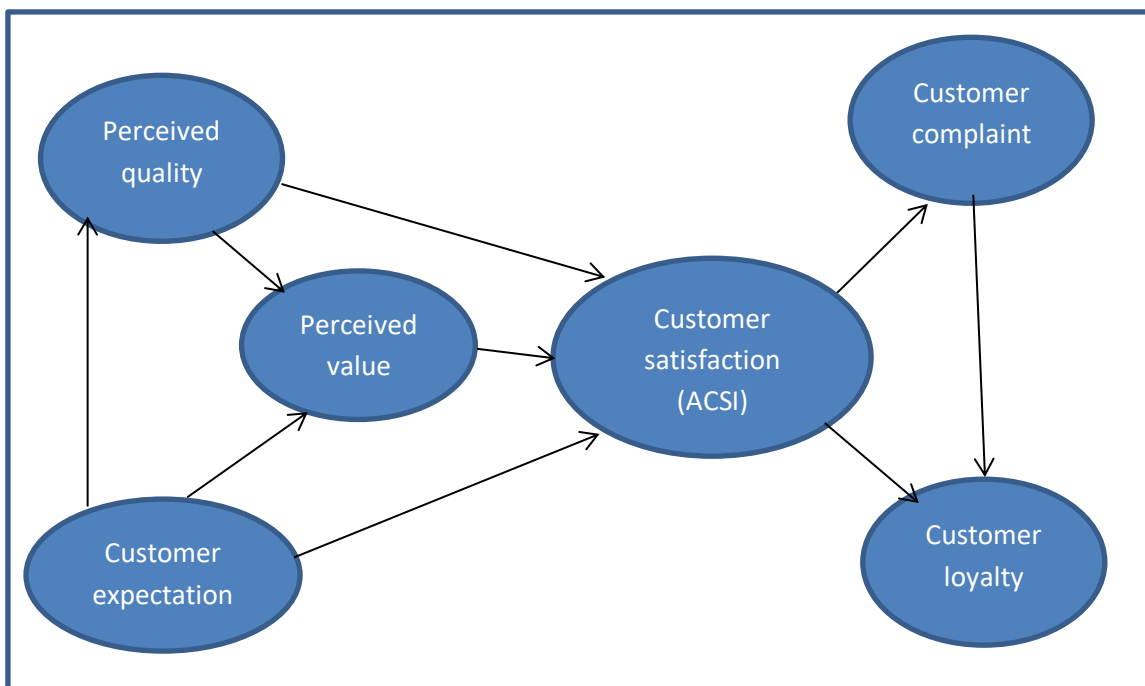
Figure 3

Source; Abidin (2015)

2.6 Effect of E-Banking on Customer Relationship Management

The evolution of electronic service has brought into the marketing discipline another concept called electronic customer relationship management. CRM is not an activity in marketing division and it is clearly a permanent organizational evolution in cultures (Lallmahamood, 2007). This version of CRM is not far-fetched from the original CRM concept. It is simply about how CRM practices can be extended to customers even if they self-administer services to themselves without being physically present at the organisation's service delivering point. In recent years, information technology (IT) has contributed to the banking sector, significantly through electronic services over many IT based infrastructures. Electronic CRM is a simple idea that considers different customers who demand various services and instead of mass marketing, each customer is marketed, individually.

In this approach, the information for each customer including previous purchases, needs and demands are utilized for making an adaptable framework, which would increase customers' demand (Buttle, 2012; Kumar, 2010). CRM in relation to electronic services is a customer-oriented strategy is increasingly used by different companies and banks and there are a lot of investments on this method (Kim et al., 2010). On this note, CRM is a comprehensive business strategy, which integrates technology, processes and activities around customer by creating individual relationship, using accounts information (Devlin et al., 1997). In CRM for maintaining a long-term relationship with customers, various concepts like knowledge management, data mining and data pool are combined together (Salami, 2005).

CRM is a strategy, which aims at understanding, forecasting and managing current and potential customers. CRM is a technique, which enables organization investment towards managing customer behavior. This means aligning strategy with organizational culture and customer information and electronic services, which promotes a bilateral relationship between organization and customer (Salami, 2005). Customer information changes to organizational knowledge thus it enables acting in a way using market opportunities. CRM is importance in banking and most banks, collecting liquidity from customer's deposits, must place customer-orientation as primary element of its activity (Meyer & Schwager, 2007). Nowadays, regarding competitive environment and aggressive strategies, CRM plays essential role on customer retention (Salami, 2005). It is essential for banks to know customers well and to hold a strong and trusted relationship in financial services sector (Diacon et al., 1996). CRM cause commitment, loyalty and cooperation between organization and customers (Tyler et al., 1999). Studies show that banks with appropriate CRM can maintain big competitions in the market (Bennett et al. 2002).

For instance, studies in US banking industry showed, banks that developed customer-orientation strategies have gained more profit (Diacon et al., 1996). CRM comprises six main stimuli including targeting, continuous contact with customer, forecasting effective customer for future, absorbing customer, using master or subsidiary sales techniques, creating loyalty with appropriate services and maintaining and reserving customers (Lamparello, 2000). Among these technological advances, perhaps advent of the Internet can be considered as the most important territory that has affected the world of customer relationship management. This accomplishment with its interactive nature is an excellent bed for managers to acquire high quality and ongoing relationships with customers. Accordingly, Bauer et al, 2003), high

speed, cost effectiveness, permanent access, data transfer efficiency and integrated and discrete nature are the main stimulus and motives for using this issue (the Internet) to improve customer relationship management. In addition, unique opportunities to communicate with shareholders (Ragins and Greco, 2003), tensile technology as an effective force to attract customers and access to technical infrastructures for data mining and warehousing (Tan et al, 2002) are other key features of the Internet for customer relationship management.

However, as website provides extraordinary force for better relationships with customers (compared to offline world) all these matters indicate a new kind of developing customer relationship management titled electronics customer relationship management according to Wiener (2002). Although, the Internet provides such a promising field of customer relationship management implementation, but electronic customer relationship management can be succeeded through an environment-based regular programming (Ptricio, Fisk and Cunha, 2003) While it is argued that customer relationship management establishes the relationship that exist between banks and customers, and for customers to be maintain and increase all depends on this department. Well with electronic banking, the technologies have come to take over it effectiveness (Floh and Treiblmaier, 2006).

For a bank employee, courtesy and justice is very important because the perception of unfair treatment in the mind of customer would destroy the relationship more quickly than anything else hence the need for human contact, (Bean, 2019). However, research suggest that technology assists CRM efforts in banks by integrating computer and telephony to support call center operation, improve business intelligence, assists is mass communication,

transaction through web and customer self-service ((Krasnikov & Jayachandran, 2009). Automation of banks makes transaction and data processing easy accessible for quick decision making by management. The main benefit from the customers of the bank point of view is significant saving of time by the automation of banking services processing introduction of maintenance tools for managing customer's money. (Chavan, 2013) e-banking reduces cost in accessing and using the banking services, increase comfort, gives quick and continuous access to information, proper cash management, cost reduction, speed and funds management (Gurau, 2002). The banking industry believes that by adopting and implementing the new technology (electronic banking), the banks will be able to improve customer service level and draw their customers closer to the bank (Chavan, 2013).

2.7 Effect of E-Banking on Customer Satisfaction

E-banking has attained the status of essential service in attaining customers' loyalty in banking sector by ensuring customer satisfaction and healthy relations. The success of electronic banking, as agued by many researchers, depends, to some extent on bank service quality, customer preferences and satisfaction. Recent studies found that consumer behaviour is changing partly because of more spare time. In the bid to catch up with global developments and improve the quality of service delivery, it is in no doubt that banks have invested much in technology and have widely adopted electronic and telecommunication networks for delivering a wide range of value added products and services (Simon, 2016). E-service quality is about overall assessment and discernment by customer regarding the eminence and quality of e-service delivery (Santos, 2003). If e-banking services can deliver on time and offer customers spare time, then customers will be satisfied and gravitate towards e-banking

services. Endurance in today's competitive banking environment is dependent on providing excellent service and products to customers. (Wang, Lo, & Hui, 2003).

Above all it is of supreme importance in fulfilling customers' expectations (Berrocal, 2009). E-banking satisfaction can be illustrated as an "evaluation of the perceived discrepancy between prior expectations and the actual performance of the e-banking service" (Oliver, 1999). Satisfaction has an intimate link with service quality. Hence, customer satisfaction will depend on the quality of the e-banking service. In view of this, it is essential for the online banks to become more concern about customer's perception of the e-banking services' quality as it is fairly easier for the customers to assess the advantages of competing services (Santos, 2003). Researchers have verified that provision of quality service to customers make them to stay with an organization, also catch the attention of new ones, augment corporate image and assures endurance and profitability of an organization Negi, 2009; Ladhari, 2009). Customer pleasure is the contributor of absolute gains of a quality revolution, which is majorly contingent on customer's cognizance of overall service quality (Husnain & Akhtar, 2015). This is the reason that why it is very crucial for banks to recognize how consumers perceive e-banking service quality and how it will affect their satisfaction level, through which banks can identify the gaps in service quality delivery to take essential curative

Interestingly as Doll, Raghunathan, Lim and Gupta (1995) also claimed that product information content on the web design and layout are also important factors that affect customer satisfaction. In the banking industry, bank-corporate customer relationship remains a key issue as businesses devote to keeping a higher competitive advantage in the market (Kandampully & Duddy 1999). The relationship between banks and corporate customers is

35

the most important factor in the success of new financial services (Easingwood &Storey 1993).

Wise and Ali (2009) argued that many banks in Bangladesh want to invest in ATMs to reduce branch cost since customers prefer to use them instead of a branch to transact business. The financial impact of ATMs is a marginal increase in fee income substantially offset by the cost of significant increases in the number of customer transactions. The value proposition however, is a significant increase in the intangible item and customer satisfaction (Seitz and Stickel, 2004).

According to Sergeant (2000), the benefits of E-banking are manifold and are to be seen from the point view of the banks themselves, customers and even the regulators. According to him, for banks, E-banking brings different and arguably lower barriers to entry; opportunities for significant cost reduction; the capacity to rapidly re-engineer business processes; and greater opportunities to sell cross border. For customers, the potential benefits are: more choice; greater competition and better value for money; more information; better tools to manage and compare information; and faster service.

Research conducted on customers' perception of and reaction to electronic banking products and services, and others on customer satisfaction concluded that the few e-banks that face liquidity problem in so-called advanced countries is as a result of the negative perception their customers have of the services (Husnain and Akhtar, 2015). E-banking products and services are not very popular because customers do not consider them as better alternative to traditional banking services (Balachandher, 2001). Worst still, findings of few researches revealed that

some customers view these e-developments as nothing to talk about. Banks in particular, need to rebuild a customer focused banking with new improved processes, modern technology, a competitive range of delivery channels and focusing services on the best customers. This of course requires the radical remodeling of the banks delivery channels and business process engineering resulting in significantly improved: process excellence, speed of delivery, and value to customers. Through these, customers' perception of and reaction to electronic banking products and services would be positive.

2.8 Effect of customer relationship management on customer satisfaction

Customer relationship management refers to the process of creation and maintain relationship with business consumers. CRM is a defensive process of identifying, attracting, differentiating and retaining customers. CRM integrate firm's entire supply chain to create customer value at every step, either through increased benefits or lowered costs (Brassington and Pettit, 2000). It results in higher profits through increased business from a firm's customer base. CRM is the seamless coordination between sales, customer service, marketing, field's support and other customer touching functions (Blattberg and Deighton, 1996). Due to CRM, companies knows their customers, understand their unique needs and tailor their service or product offering to their needs in a sustainable competitive manner that can yield significant incremental shareable value, (Hassan et al., 2014).

CRM is a comprehensive strategy and process of acquiring, retaining and partnering with selective customers to create higher value to the company and customer (Parvatiyar & Sheth, 2002). CRM is a philosophy and a business designed to improve human interaction in a

business environment through the support of system and technology (Greenberg, 2004). CRM is a customer focused business strategy designed to improve or increase revenue, profitability and customer loyalty. (Hedlund, 2008) Customer relationship management has significant effect on the customer satisfaction. Company makes its CRM as strong and reliable so that the customer will be more satisfied and retain with the company. The increase in the satisfaction level will allow the customer to come again to use the company's products and that will increase the sales level of the company which causes the increase in organizational profit. The number of the loyal customer will increase (Hassan et al., 2014).

Customer Relationship Management(CRM) systems can help organizations manage customer expectations and experiences more effectively. CRM has developed as an approach based on maintaining positive relationships with customers, increasing customer loyalty, and expanding customer lifetime value (Ahn et al., 2003). Understanding the expectations and needs of customers and offering value-added services are recognized as factors that determine the success or failure of companies. Kotler (2010) pointed out that CRM principally revolves around marketing and begins with a deep analysis of customer behavior. Chaffey (2003) presents a three-stage model of CRM which shows how customer relationships can be managed. His model proposes that customers are first acquired via clear communication of a powerful value proposition. They are retained via good service; and the relationship extended via the delivery of tailored services to clearly defined customer segments.

This view means that CRM uses information and communications technology (ICT) to gather data, which can then be analyzed to provide the information required to create a more personal

interaction with the customer (King, S. F., & Burgess, T. F. 2007, Swift, 2001; Brohman, Watson, Piccoli, & Parasuraman, 2003; Pan & Lee,2003). Central to the idea of CRM is the assumption that customers differ in their expectations and the value they generate for the firm, and that the way customers' experiences are managed should reflect these differences. CRM is therefore not about offering every single customer the best possible service, but about treating customers differently depending on their life time value. Such appropriate treatment can have many faces, starting with offering loyalty programs to retain the most profitable customers (Shugan, 2005) through to the abandonment of unprofitable customer relationships (Haenlein et al., 2006). Yet, selecting between these strategies requires that the company knows the value its different customers generate.

From an operations perspective, Bose (2002) pointed out that CRM is an integration of technologies and business processes that are adopted to satisfy the needs of a customer during any given interaction. Whilst the potential benefits are attractive, CRM implementation must be managed carefully to deliver results. In order to successfully embed CRM, system users should be involved and expectations managed (Gefen &Ridings, 2002). Business processes need to be changed as well as technology (Swift, 2002; Campbell,2003), with two interconnected processes, knowledge management and interaction management, seen as key by Zablah, Bellenger, and Johnston (2004). The former process uses marketing intelligence to build and maintain a portfolio of profitable customer relationships, feeding into the latter process which leverages the intelligence to ensure the quality of individual exchange episodes.

2.9 Conceptual Framework

The elements listed under the various variables would be used to assess the variables of this study.
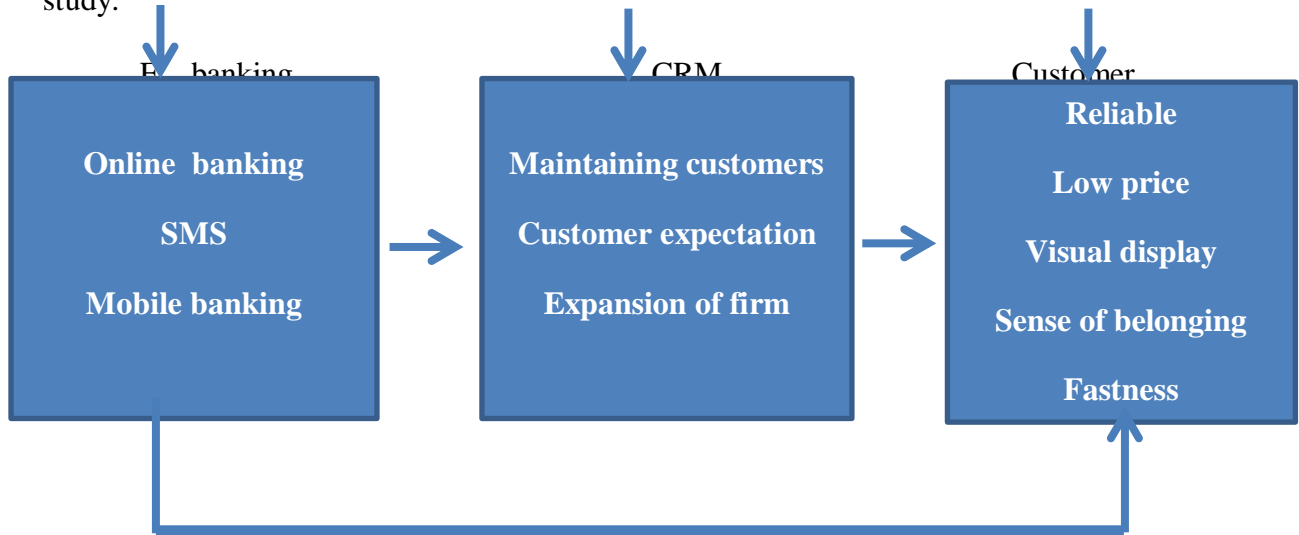
Figure 4

Researcher's Construct (2020)

The conceptual framework of the study shown above indicates that for e-banking, the element used in accessing or evaluating were Automated Teller Machine, short message services and Mobile Banking.

In accessing customer relationship management, the study view the level of maintaining customers, customer expectation and expansion of the firm.

Also for customer satisfaction, the study looked out for the reliability of the customer, low price and transaction charges, visual display of transaction, sense of belonging and how fast transaction is done.

These are what customers look out for to satisfy their need. In all the element of e-banking leads to the functions of CRM and which when met boost the customer satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the methods in which the study was conducted. These include the research design, study population, sample size, sampling techniques, sources of data, data collection instrument and the data analysis methods.

3.2 Research Design

Research design is defined as "a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analyzing the needed information". This enables the research formulate the sort of data to collect for the study. Some types of research design mainly used are exploratory, explanatory and descriptive, (Burns & Bush 2002:120). Explanatory research design was employed to determine the relationship between the dependent and the independent variables and to establish any association between these variables. A researcher manipulates, or sets the levels of one or more explanatory variables to examine effect on one or more outcome variables while attempting to account for the effects of all other possible explanatory variables, usually by holding them constant. Explanatory design helps a researcher to gather, summarize, present and interpret information for the purpose of clarification. Statistical instrument to be used for the research analysis will be mainly specific correlation and regression analysis. Researchers had employed the survey strategy for the study. This strategy was proposed because it allowed the collection of a large amount of data from a sizable population in an economical manner, (Mugenda, 2003). This strategy or the method allowed researchers to collect quantitative data which was analyzed

quantitatively using inferential. The study adopted the explanatory method. Explanatory research was conducted for a problem which was not well researched before, demands priorities, generates operational definitions and provided a better researched model. It is actually a type of research design which focused on explaining the aspects of your study in detailed manner.

3.2.1 Research Strategy

There are two main research approaches by which social science research including business studies is conducted. These are qualitative (interpretive) and quantitative (positivist) research approach (Owusu, 2014)

3.2.2 Quantitative Research

Quantitative research strategy as explaining phenomena by collecting numerical data that are analyzed using mathematically based methods. Therefore, this definition implies that quantitative research is essentially about collecting numerical data to explain a particular phenomenon, (Aliaga & Gunderson, 2000).

This is an approach that places on measurement, collection and analysis of data. It is useful when working on a large scale needs assessment or baseline survey, (Brynan, 2004).

3.3 Population

Research population is the full set of cases from which a sample is taken, (Saunders 2007). In this case the whole customers of Atwima Kwanwoma Rural bank limited, Bosomtwi Rural Bank Limited, Kumawuman Rural Bank Limited and Amansi West Rural Bank Limited in

Ashanti Region, are the population for this study. The target population for this study is made up of customers of Kumasi in the Ashanti region which is 8000 approximately.

3.4 Sample Size

Variety of different methods that allow the researcher to lessen the total quantity of data desired to be collected by taking into account only data from a sub-group rather than all possible cases, (Saunders, 2007). In sampling, we have two major goals that sampling can be achieved. The first one established representatives of what was being studied and conversely to reduced bias. The second one to is to enable one make interpretations from the findings based on a sample of large population from which that sample was drawn.

In view of this, a sample size of 600 customers was selected through convenience sampling technique out of the 8000 approximate customers. The sample size was drawn from AKRB, BRB, KRB and AWRB customers who usually visit and use the branches of the banks at Kumasi to do their transactions electronically both gender 18 years above. Sloven's formula was used to calculate the sample size, written as: $n = N / (1 + Ne^2)$

Where n = Number of sample or sample size

      N= Total population and

      e = Error tolerance.

This was done because not all customers visit the bank since electronic banking is concerned and also not all will give you some of their time to answer the questionnaire.

3.4 Sampling technique

Probability and non-probability sampling methods were adopted in selection the study organization. Probability sampling ensures that each element of the population of interest has

an equal chance of selection as they were drawn from the sampling frame (Haer and Becher, 2012). Probability sampling techniques includes random, cluster, stratified sampling etc. in order to ensure that all the population of interest (customers) have an equal chance of being selected for the study, random sampling was employed to get varied views from the respondents.

Non-probability sampling technique also involves purposive, convenience, quota, sequential sampling etc. & Purposive and convenience sampling was adopted in selecting Kumasi in the Ashanti region for the study as there are many towns in the region with branches of the banks. Purposive sampling is when the researcher relies on his or her own judgment when choosing members of population to participate in the study at hand or research being conducted. Researchers always believe they can obtain a representative sample by using a sound judgment which will result in saving time and money. In purposive sampling personal judgment needs to be used to choose cases that help answer research questions or achieve research objectives, (Dudovskiy, 2019). This was used in selection of the banks since there are a lot of rural banks in the region.

A convenience sampling is a type where the sample is taken from a group of people easy to contact or to reach. For example, standing at the bank and asking customers of the bank a question to answer is an example of convenience sample in this study.

3.5 Data collection

Questionnaire was adopted as the study tool for data collection. A structured closed ended questionnaire was used to getter primary data for the study. For quantitative data to be captured and closed-ended questionnaires was used (Vitlale et la. 2008). Closed-ended

questionnaires were adopted in capturing quantitative data responses from the customers with regard to their perception about the impact of e-banking service and customer relationship management on customer satisfaction in the bank.

3.6 Data Analysis Method

Analysing data involved reducing and arranging the data, synthesizing searching for significant patterns and discovering what is important. Ary et al (2002) has noted three steps involved in analysing data: organizing, interpreting and summarizing data. Statistical tools such as tables, bar graphs and pie chart were used. The analysis was done with the help of Statistical Package for Social Science (SPSS). The closed ended questions were given numerical codes which were done in a varying scale depending on the responses. The Cronbach's coefficient was used in assessing the reliability analysis of the data obtained. Data was analysed in the form of reliability analysis, descriptive statistics and multiple regression analysis.

CHAPTER 4

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents analysis of data gathered from respondents, interprets the results and discusses the finding thereof. These include data presentation on the demographic characteristics of respondents, reliability using Cronbach alpha, correlations matrix and the linear multiple regression analysis. The study was conducted with a sample size of 600 out of which 502 representing 83.6% response rate was achieved.

4.2 Demographic Data

The demographic data of respondents include data on gender, age, marital status, educational background, occupation, income and number of years the customer has been with the bank.

Table 4.1 Demographic Information

Gender		
Male	274	54.6
Female	228	45.6
Age		
18-30	168	33.5
31-50	215	42.8
51-59	81	16.1
60 above	38	7.6
Marital status		
Single	196	39.0

Married	215	42.8
Divorced	60	12.0
Widow/widower	31	6.2
Educational level		
JHS	67	13.3
SHS	89	17.7
Diploma	148	29.5
1st Degree	152	30.3
2nd Degree	35	7.0
PhD	11	2.2
Occupation		
Employed	258	51.4
Unemployed	48	9.6
Self-employed	196	39.0
Income		
500-1,000	214	43.6
1,001-3,000	182	36.3
3,001-5,000	74	14.7
Above 5,000	32	6.4
Duration with Bank		
1-5 years	177	35.3
6-10 years	211	42.0
10 years above	114	22.7

Source: Researchers' Field Data (2020)

4.2.1 Gender

Gender for the purposes of this study refers to respondents in terms of male or female. The results indicated that out of the total respondents contacted, 274 representing 54.6% were

male whereas 228 indicating 45.4% were female. This shows that, more males participated in the study than their female counterparts.

4.2.2 Age

Data was collected on the ages of respondents given options of; 18 – 30 years, 31 – 50 years, 51 – 59 years being the working age group and 60 above years which is the retirement age. The result shows that the respondent age differs. That is, out of the 502 respondents, it was revealed that, 168 (33.5%) were between the ages of 18 – 30 years, 215 (42.8%) were between the ages of 31 – 50 years, 81 (16.1%) were between the ages of 51 – 59 years and 38 (7.6%) were above 60 years. The findings show that the lowest age of the respondent was observed at 60 years above. However, the highest age was observed to be those between the ages of 31 – 50 years. Furthermore, the findings showed that the highest ages were between the ages of 18 – 50 years.

4.2.3 Marital Status

The study wanted to know the marital status of respondents. Respondents were asked to tick against the category in which they fall with respect to their marital status. The findings revealed that 196 (39%) were single, 215 (42.8%) were married, 60 (12%) were divorced and 31 (6.2%) were widow/widower.

4.2.4 Educational Background

Educational level is an important fact to the study. The study wanted to know if the respondents can read and understand the question before answering. This information was collected from respondents ticking against their level of education. The results showed that

48

67 (13.3%) had JHS education, 89 (17.7%) had SHS education, 148 (2(.5%) had diploma, 152 (30.3%) had 1st degree, 35 (7%) had 2nd degree and 11 (2.2%) had PhD. The findings revealed that at least each respondent was able to read and understand the questions before answering since everyone have some level of education.

4.2.5 Occupation

The study wanted to know if respondents are actively engage in work to earn some income before transacting with the bank. The findings revealed that; 258 (51.4%) were employed, 48 (9.6%) were unemployed and 196 (39%) were self-employed. This conclude that the respondents were actively engaged in work.

4.2.6 Income levels

The study wants to know the income level of the respondent. The income levels were put into categories in Ghana cedis for respondent to tick the range in which they fall. 500 – 1000, 1001 – 3000, 3001 – 5000 and above 5000. The findings revealed that; 214 (42.6%) earn between 500 – 1000 GHc, 182 (36.3%) earn between 1001 -3000 GHc, 74 32 (14.7%) earn between 3001 – 5000 GHc and (6.4%) earn above 5000 GHc. Per the ranges the study shows that the highest respondent earns the lowest range being between 500 – 1000 GHc and the highest earn respondent is 6.4% which is the lowest respondents.

4.2.7 Duration with The Bank

Data was collected on the number of years respondents has been patronizing the services of the bank. The results showed that 177 (35.3%) of the respondent have been a customer of the bank between 1 – 5 years, 211 (42.0%) between 6 – 10 years and 144 (22.7%) above 10 years.

The findings of the study show that the highest respondent representing 42.0% have been a customer of the bank for the period of between 6 – 10 years. And the lowest respondent being 22.7% are customers of the bank over 10 years.

4.3 Reliability

Reliability refers to the degree to which the items that make up the scale "hang together" and showing how or the extent to which the variables are measuring the underlying construct variable (Devillis, 2003). For further analysis, the reliability of the scale variables was assessed to ensure there is consistency among the variables. In assessing the reliability of the study, Cronbach apha coefficient value was used to show how well the items/variables adopted in the scales really measure the constructs variables. According to Pallant (2011), the Cronbach alpha coefficient of a scale should not be above 0.7.

The reliability results for the scale revealed Cronbach alpha values for e-banking: ATM usage, SMS banking, Mobile banking as well as customer relationship management and customer satisfaction were; .747, .712, .741, .703 and .792 respectively. According to the suggestion made by Pallant (2011), the Cronbach alpha coefficient for the variables showed that the items contains in the scales have rightly measured the underlying constructs. Table 4.2 presents the data summary.

Table 4.2 Reliability Using Cronbach Alpha

ATM Usage	.747	4
SMS Banking	.712	5
Mobile Banking	.741	5
CRM	.703	8
Customer Satisfaction	.792	6

Researchers field work, 2020

4.4 Relationship between E-banking Services and CRM.

In assessing the effect of E-banking on customer relationship management (CRM), the regression analysis was conducted to assess the relationship between the independent variables (Automated Teller Machine-ATM, Short Message Service-SMS and Mobile banking) and the dependent variable (CRM). In the study, ATM banking was defined in terms of the time taken to secure ATM cards, timely services delivered through ATM, how ATM charges overshadows the usage benefits, and how ATM have made life smarter and convenient for customers. Short Message Service (SMS) banking refers to receiving messages after making transactions, being able to check account balance any time, safe and convenience to transact business, ensures reliability and assurance and performance meets customer expectation. Mobile banking was measured in terms of preference over banking hall, account is strongly protected from intruders, customer relationship management on customer orientation, a regression analysis safety and security, reliability and assurance and performance meets expectation of customers. Customer relationship management was

defined in terms easy assistance when needed, safe and secure car pack for customers, availability of customer relationship officers to guide customers, customers are always welcome and thanked after transacting, banking hall and environment is of high standard, left items are kept safely for owners till they return, all customers are treated fairly, and bank corporate strategy gives importance to a customer needs. The analysis was based on a confidence level of 95% at 5% margin of error.

Table 4.3 4.4 and 4.5 show the Model Summary, ANOVA and Coefficient statistics from the regression result.

Table 4.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.511[a]	.261	.257	.42270

   a. Predictors: (Constant), MB, ATM, SMS

Table 4.4 ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	30.846	3	10.282	57.547	.000[a]
Residual	87.193	488	.179		
Total	118.039	491			

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	30.846	3	10.282	57.547	.000[a]
Residual	87.193	488	.179		
Total	118.039	491			

a. Predictors: (Constant), MB,

ATM, SMS

b. Dependent Variable: CRM

Table 4.5 Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.453	.190		7.629	.000
ATM	.019	.041	.020	.463	.644
SMS	.401	.043	.415	9.423	.000
MB	.155	.039	.168	3.965	.000

a. Dependent Variable: CRM

4.4.1 Regression Equation

The results in the regression tables represent the multiple regressions analysis conducted to assess the effect E-banking services on CRM. The regressions equation is therefore presented as;

$$y = a + b_1X_1 + b_2X_2 + b_3X_3$$

As the values from the output are computed, the equation becomes;

$$y = 1.453 + .019(X_1) + .401(X_2) + .155(X_3)$$

From the Model Summary, it was shown that, there is a moderate relationship between E-Banking Services and customer relationship management with R value of .511. The R square value indicates that 26.1% (.261) of CRM is accounted for by E-Banking services.

From the ANOVA results, it was shown that, the combined effect of ATM usage, SMS banking and mobile banking is statistically significant with an (F=57.547; p=.000[a]). F-statistics of 4, shows that the model is fit hence, F value of 57.547 is an indication of model fitness for the study.

4.4.2 Coefficient, Significance of the Model and Beta

From the coefficient table presents the individual effect of the independent variables (ATM usage, SMS banking and mobile banking) on the dependent variable (CRM).

The regression results for ATM usage is .019 indicating a positive relationship with customer relationship management. All things being equal, when all other variables (SMS banking and mobile banking) are held constant, CRM will increase. However, ATM usage is not statistically significant and did not make any unique contribution to the prediction of customer relationship management with t - value of .463 and significant at .644. This implies that ATM

usage among e-banking customers does not influence the need for CRM practices of the banks. This could be that ATM usage does not seek enough information about customer experiences with the service for banks to advance in their CRM practices.

Furthermore, regression result for SMS banking revealed a direct relationship with CRM with coefficient value of .401. All things being equal, when all other factors (ATM usage and mobile banking) are held constant, CRM will increase in the banks. SMS banking is statistically significant and made a unique contribution to the prediction of customer relationship management with t value of 9.4230 and significant at .000. This could be explained that, with SMS banking, banks are able to gather enough evidence from customer that inform them to improve their CRM practices.

Finally, the regression results for mobile banking indicates that, there is a positive relationship between mobile banking and customer relationship management with a coefficient value of .155. All things being equal, when all other factors (ATM usage and SMS banking) are held constant, customer relationship management will increase in the banks. Mobile banking is statistically significant and made a special contribution to the prediction of CRM in the banks with t value of 3.965 and significant at .000. This implies that mobile banking is an important reason why banks engage in customer relationship management practices.

In comparing the contribution of each independent variable (ATM usage, SMS banking and Mobile banking) to the prediction of the dependent variable (customer relationship management) ignoring any negative sign, the beta values are used to determine which variable

make the greatest contribution to explaining CRM. The beta value for ATM usage, SMS banking and Mobile banking are; .020, .415 and .168 respectively. Looking at the values, the biggest beta value is .415which represent SMS banking This implies that, E-Banking services, SMS banking made the greatest contribution to explaining customer relationship management in banks within the Kumasi metropolis when the variances in the model are controlled for.

4.5 Effect of E-banking and Customer Satisfaction

In assessing the relationship between E-banking and customer satisfaction, the regression analysis was conducted to assess the effect of the independent variables (ATM usage, SMS banking and Mobile banking) and the dependent variable (customer satisfaction). In the study, ATM banking was defined in terms of the time taken to secure ATM cards, timely services delivered through ATM, how ATM charges overshadows the usage benefits, and how ATM have made life smarter and convenient for customers. Short Message Service (SMS) banking refers to receiving messages after making transactions, being able to check account balance any time, safe and convenience to transact business, ensures reliability and assurance and performance meets customer expectation. Mobile banking was measured in terms of preference over banking hall, account is strongly protected from intruders, customer relationship management on customer orientation, safety and security, reliability and assurance and performance meets expectation of customers. Customer satisfaction was measured in terms of availability of information about e-banking, bank ensures that customer needs and expectation are met, services are easy to use and accessible to any service at any time. The analysis was based on a confidence level of 95% at 5% margin of error.

Table 4.6 4.7 and 4.8 show the Model Summary, ANOVA and Coefficient statistics from the

regression result.

Table 4.6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.348[a]	.121	.116	.50287

a. Predictors: (Constant), MB, ATM, SMS

Table 4.7 ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.056	3	5.685	22.482	.000[a]
	Residual	123.657	489	.253		
	Total	140.713	492			

a. Predictors: (Constant), MB, ATM, SMS

b. Dependent Variable: CS

Table 4.8 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.127	.226		9.392	.000
	ATM	.014	.049	.013	.277	.782
	SMS	.243	.050	.231	4.832	.000
	MB	.182	.046	.182	3.946	.000

a. Dependent Variable: CS

4.5.1 Regression Equation

The results in the regression tables represent the multiple regressions analysis conducted to assess the effect of E-banking services on customer satisfaction. The regressions equation is therefore presented as;

$$y = a + b_1X_1 + b_2X_2 + b_3X_3$$

As the values from the output are computed, the equation becomes;

$$y = 2.127 + .014(X_1) + .243(X_2) + .182(X_3)$$

From the Model summary table, it can be seen that, there is a moderate relationship between E-Banking Services and customer satisfaction with R value of .348. The R square value indicates that 12.1% (.121) of customer satisfaction is accounted for by E-Banking services.

From the ANOVA results, it was shown that, the combined effect of ATM usage, SMS banking and mobile banking is statistically significant with (F=22.482; p=.000^a). F-statistics of 4, shows that the model is fit hence, F value of 22.482 is an indication of model fitness for the study.

4.5.2 Coefficient, Significance of the Model and Beta

From the coefficient table presents the regression results for the individual effect of the independent variables (ATM usage, SMS banking and mobile banking) on the dependent variable (customer satisfaction).

The regression results for ATM usage is .014 indicating a positive relationship with customer satisfaction. All things being equal, when all other variables (SMS banking and mobile banking) are held constant, customer satisfaction will increase. However, ATM usage is not statistically significant and did not make any unique contribution to the prediction of customer satisfaction with t - value of .277 and significant at .782. This implies that ATM usage among e-banking customers does not have any impact on customer satisfaction.

Again, regression result for SMS banking revealed a direct relationship with customer satisfaction with coefficient value of .243. All things being equal, when all other factors (ATM usage and mobile banking) are held constant, customer satisfaction will increase in the banks. SMS banking is statistically significant and made a unique contribution to the prediction of customer satisfaction with t value of 4.832 and significant at .000. This implies that SMS banking service in terms receiving messages after making transactions, checking account balance any time, safe and convenience to transact business, reliability and assurance and service are, dear to the heart of customers.

Finally, the regression results for mobile banking indicates that, there is a positive relationship between mobile banking and customer satisfaction with a coefficient value of .182. All things being equal, when all other factors (ATM usage and SMS banking) are held constant, customer satisfaction will increase in the banks. Mobile banking is statistically significant and made a special contribution to the prediction of customer satisfaction in the banks with t value of 3.946 and significant at .000. This implies that customers prefer mobile banking to going to the banking hall, their accounts are protected from intruders, service are reliable and met their expectation.

In comparing the contribution of each independent variable (ATM usage, SMS banking and Mobile banking) to the prediction of the dependent variable (customer satisfaction) ignoring any negative sign, the beta values are used to determine which variable make the greatest contribution to explaining customer. The beta value for ATM usage, SMS banking and Mobile banking are; .013, .231, and .182 respectively. Looking at the values, the biggest beta value is .231 which represent SMS banking This implies that, SMS banking made the greatest contribution to explaining customer satisfaction e-banking services within the Kumasi metropolis when the variances in the model are controlled for.

4.6 Effect of CRM on Customer Satisfaction

In assessing the effect of CRM on customer satisfaction, the regression analysis was conducted to assess the effect of the independent variable (customer relationship management) and the dependent variable (customer satisfaction). Customer relationship

management was measured in terms of easy assistance when needed, safe and secure car pack for customers, availability of customer relationship officers to guide customers, customers are always welcome and thanked after transacting, banking hall and environment is of high standard, left items are kept safely for owners till they return, all customers are treated fairly, and bank corporate strategy gives importance to a customer needs. Customer satisfaction was measured in terms of availability of information about e-banking, bank ensures that customer needs and expectation are met, services are easy to use and accessible to any service at any time. The analysis was based on a confidence level of 95% at 5% margin of error.

Table 4.9 4.10 and 4.11 show the Model Summary, ANOVA and Coefficient statistics from the regression result.

Table 4.9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.569[a]	.323	.322	.44149

a. Predictors: (Constant), CRM

Table 4.10 ANOVA[b]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	46.100	1	46.100	236.514	.000[a]
Residual	96.483	495	.195		
Total	142.584	496			

a. Predictors: (Constant), CRM

b. Dependent Variable: CS

Table 4.11 Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.536	.149		10.284	.000
CRM	.623	.041	.569	15.379	.000

a. Dependent Variable: CS

CRM = (.000 < .50)

4.6.1 Regression Equation

The results in the regression tables indicate the regression analysis conducted to assess the effect on customer relationship management on customer satisfaction. The regressions equation is therefore presented as;

$y = a + b_1X_1$

As the values from the output are computed, the equation becomes;

$y = 1.536 + .623(X_1)$

From the Model Summary, the result showed that there is a moderate relationship customer relation management and customer satisfaction with R value of .569. The R square value indicates that 32.3% (.323) of customer satisfaction of the banks is accounted for by customer relationship management.

From the ANOVA result, it was shown that, the overall effect of CRM on customer satisfaction is statistically significant with (F=236.514; p=.000[a]). F-statistics of 4, shows that the model is fit hence, F value of 236.514 is an indication of model fitness for the study.

4.6.2 Coefficient, significance of the model and beta

The regression results for CRM is .623 indicating a direct relationship with customer satisfaction. All things being equal, when all other factors are held constant, customer satisfaction will increase. Customer relationship management is statistically significant and made a unique contribution to the prediction of customer satisfaction of banks with t - value 15.379 and significant at .000. This implies that if banks offer assistance to customers when needed; have a safe and secure car pack for customers; if there are customer relationship officers to guide customers; if customers are always welcome and thanked after transacting; if banking hall and environment is of high standard; if left items are kept safely for owners

till they return; if all customers are treated fairly; and bank corporate strategy gives importance to a customer needs, then customer are more than to have their expectation met which will translate to satisfaction.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter sought to present the summary of the research findings, conclude on the study and made recommendation for practical and theoretical implications.

5.2 Summary of Findings

The summary was present based on the objectives outline for the study.

5.2.1 Effect of E-Banking on Customer Relationship Management

In assessing the effect of e-banking on customer relationship management, the independent variables were, ATM usage, SMS banking and mobile banking. The study found a moderate relationship between e-banking and customer relationship managements. The individual effect of the independent variables revealed that, ATM usage has positive but not significant relationship impact on customer relationship management. SMS banking was found to positively and significantly impact customer relationship management. Finally, mobile banking was found to positively impact customer relationship management. In comparing the results, SMS banking was found to make the greatest contribution to explaining customer relationship management in banks within the Kumasi metropolis.

5.2.2 Effect of E-Banking on Customer Satisfaction

The effect of e-banking on customer satisfaction was assessed and the regression analysis revealed a moderate relationship between e-banking and customer satisfaction. With ATM usage making a positively but insignificant impact on customer satisfaction. SMS banking

was found to positively and significantly impact customer satisfaction. Mobile banking was also found to positively and significantly impact customer satisfaction. In comparing the individual results, it was revealed that SMS banking made the greatest contribution to explaining customer satisfaction of e-banking service within the Kumasi metropolis.

5.2.3 Effect of Customer Relationship Management on Customer Satisfaction

From the regression analysis, it was shown that customer relationship management is moderately related to customer satisfaction. Customer relationship was further revealed to positively and significantly impact customer satisfaction of e-banking service within the Kumasi metropolis.

5.3 Conclusion

The banking sector has shown to be one of the surviving service sectors in human history. The growing financial needs of mankind has revolutionized banking into a complex and sophisticated as well as one of the essential services needed by man on daily basis. Individual, families, institutions, business and governments depends on the banking sectors in carrying out most of their financial activities smoothly. There has been emergence of numerous entities delivery financial services over the decades. This resulted into a fierce competition arising from all angles in sector and banks are resorting to various systematic approaches to stay of afloat in such a competitiveness business milieu. This approaches can be considered as offensive and defensive. These are two marketing strategies employed by banks over the year to continue in operation. By offensive strategies; it means strategies used to acquire new customers whereas, defensive strategies are used to retain existing customers. This

approaches whether offensive or defensive must be innovative in nature to give the bank first mover advantage over other banks. In view of this, banks have moved to providing electronic services to meet the technological demand of customers. This is an attempt to deliver customer-oriented services which focus on integrating customers into the service delivery process while maintains convenience, comfort, security, reliability, dependability and ensuring customer satisfaction. However, this cannot be achieved without incorporating customer relationship management practices which seeks to deliver ultimate satisfaction to customer with the service processes. When customer relationship is embedded in electronic banking services, it delivers a high service quality which in returns leads to customer satisfaction with the e-banking process. As far as e-banking is concern, banks must not forget that the ultimate goal of their service is to deliver satisfaction which will lead to high usage and adoption of e-services and high profitability.

5.4 Recommendation

The following recommendations were made based on the findings of the research.

1. The study found a positive and significant relationship between SMS banking and customer relationship management. Hence, it is suggested that banks should continue invest in SMS banking by making it for simple and convenience for customers to use. When this is done, it will continue to improve customers' relationship with bank and make them to remain loyal to the bank.

2. The study suggested that banks should continue to upgrade their mobile banking services that will enable customer to do transaction with easy at anytime and anywhere at their convenience. This is because, the study has found mobile banking to positively

and significantly impact customer relationship management. When this is done, customer will continue to use the service and making them loyal customers to the bank.

3. The study found customer relationship management to positively and significantly impact customer satisfaction. Hence, it is suggested that, banks should continue to develop more friendly relationship with customers and create a business environment where customers can interact and feel secure. When this is done, customer will be able to express their experiences for the banks to use that information to improve their services.

4. The study found SMS banking to positively and significant impact customer satisfaction. Hence, it is suggested that banks should improve the features of their SMS banking services for customer to do more transaction through SMS banking. When this is done, it will improve customer experience with the SMS services and give them the best satisfaction they need.

5. The study found mobile banking to positively and significantly impact customer satisfaction. Hence, it is suggested that, banks should make their mobile banking services more accessible and secure for customers at all time. Banks should also for low charges for usage. When this is done, customer will develop trust for the service and adopt it for doing their transaction at all time.

5.5 Recommendation for Further Studies

The study was conducted within the Kumasi metropolis which limits its potentials for generalizations. Hence, further studies should cover a broader geographical scope. Further

studies should also look beyond the banking sector since e-services, customers' relationship management and customer satisfaction are concepts found in many sectors such as hospitality, insurance and transportation sector. The study adopted only three components of e-banking which is not enough to determine customer satisfaction and CRM in the banking sector. Hence, further studies should adopt more variables in this regard to reveal the true nature of e-banking in relation to customer relationship management and customer satisfaction.

REFERENCES

Adagunodo E.; Awodele O.; and Ajayi O.(2007), 'SMS banking Services: A 21st Century innovation', Informing Science and Information Technology, Vol. 4 No. 2.

Ahn, Y. J., Kim, K. S., & Han, S. K. (2003), "On the design concepts for CRM systems," Industrial Management and Data Systems, Vol. 103(5), pp. 324 " 331

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Process, 50*, 179-211.

Ajzen, I. and Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. Prentice-Hall, Englewood Cliffs, NJ.

Akturan, U., Tezcan, N., 2012. Mobile banking adoption of the youth market: Perceptions and Intentions. Marketing Intelligence & Planning 30(4), 444 – 459.

Alafeef, M., Singh, D., Ahmad, K., 2012. The influence of demographic factors and user interface on mobile banking adoption: A review. Journal of Applied Sciences 12(20), 2082 – 2095.

Al-Hawari M. (2006). The effect of automated service quality on bank financial performance and the mediating role of customer retention. *Journal of Financial Services Marketing*; Feb; 10,3.

Amin, H., Hamid, M.R.A., Tanakinjal, G.H., Lada, S., 2006. Undergraduate attitudes and expectations for mobile banking. Journal of Internet Banking and Commerce 11(3), 1 – 10.

Anabila, P., Narteh, B., Tweneboah-Koduah, E. Y., & Box, L. G. (2012). Relationship marketing practices and customer loyalty: evidence from the banking industry in Ghana. *European Journal of Business and Management*, *4*(13), 51-61.

Anabilai, P. &Awunyo-Victor, D. (2013). Customer Relationship Management: A Key to Organizational Survival and Customer Loyalty in Ghana's Banking Industry. International Journal of Marketing Studies; Vol. 5, No. 1; 2013 ISSN 1918-719X E-ISSN 1918-7203: Canadian Center of Science and Education.

Armstrong, R.W. and Seng, T.B. (2000), "Corporate-customer satisfaction in the banking industry of Singapore", International Journal of Bank Marketing, Vol. 18 No. 3, pp. 97-111.

Bahia, K., & Nantel, J. (2000). A reliable and valid measurement scale for the perceived service quality of banks. *International journal of bank marketing*.

Balachandher, K.G (2001): Electronic Banking in Malaysia: A Note on Evolution of Services and Consumer Reactions, Multimedia University, Malaysia, at http/www.mmu.edu.my

Balaji, M. S. (2009). Customer Satisfaction with Indian Mobile Services. *IUP journal of management research*, *8*(10).

Banks, European Scientific Journal, vol.9(7),pp.239-263

Bauer, H.H., Grether, M. and Leach, M. (2002), "Building customer relations over the internet", Industrial

Bean J., (2019). Business 2 Community.

Bedi, M. (2010), "An integrated framework for service quality, customer satisfaction and behavioural responses in Indian banking industry: a comparison of public and private sector banks", Journal of Services Research, Vol. 10 No. 1, pp. 157-72.

Berrocal, M. (2009). Fidelizacióń y Venta Cruzada, Informe Caja Castilla La Mancha.

Bilan, Y., (2013). Sustainable development of a company: Building of new level relationship with the customers of XXI century, Amfiteatru Economic, 15, 687-701.

Birch, D.G.W. (1999),'The internet isn't the only digital channel to consumers', Journal of Internet Banking and Commerce, Vol. 4, No. 1.

Blattberg, R. C., & Deighton, J. (1996), "Manage marketing by the customer equity test," Harvard Business Review, Vol. 74(4), pp. 136 " 144.

Bojan D., Mutu S. & Paun D. (2010). Electronic banking – Advantages for financial service delivery.

Bose, R. (2002), "Customer relationship management: Key components for IT success. Industrial Management and Data Systems," Vol. 102(2), pp. 89 " 97

Bradley, L. and Stewart, K. (2003), "A Delphi study of the drivers and inhibitors of Internet banking", The International Journal of Bank Marketing, Vol. 20 No. 6, pp. 250-60.

Brassington, F., & Pettit, S. (2000), "Principles of Marketing," (2nd edition), London: Prentice Hall.

Brohman, M. K., Watson, R. T., Piccoli, G., & Parasuraman, A. (2003), "Data completeness: a key to effective net-based customer service systems," Communications of the ACM, Vol. 46(6), pp. 47" 51.

Brown, I., Cajee, Z., Davies, D. & Stroebel, S. (2003), 'Cell phone banking: Predictors of adoption on South Africa? An exploratory study', International Journal of Information Management Vol. 23, No.5, pp.381-394.

Brunner, A., Decressin, J. and Kudela, B. (2004): Germany's Three-Pillar Banking System – Cross Country Perspectives in Europe, Occasional Paper, International Monetary Fund, Washington DC.

Bryman, A. (2004). Social Research Methods. 2nd ed. Oxford: Oxford University Press.

Burns, A. C., & Bush, R.F. 2002. Marketing research. Prentice Hall International, Inc.,NewJersey.

Buttle, F. (2012). *Customer relationship management*. Routledge.

Campbell, A. J. (2003), "Creating customer knowledge competence: Managing customer relationship management programs strategically," Industrial Marketing Management, Vol. 32(5), pp. 375" 383.

Chaffey, D. (2003), "E-business and E-commerce management," (second edition), London: FT/Prentice Hall.

Chavan, J., Ahmad, F. (2013), Factors Affecting on Customer Satisfaction in Retail Banking: An Empirical Study, International Journal of Business and Management Invention, roc. 2, c 1, pp. 55-62. ISSN 2319- 801X.

Chen, I. J., & Popovich, K. (2003). Understanding Customer Relationship Management: People, Process and Technology. *Business Management Journal, 7*(5), 374-386.

Choudhury, K. (2008), "Service quality:insights from the Indian banking scenario", Australasian Marketing Journal, Vol. 16 No. 1, pp. 48-61.

Chris E. M. (2006). Bank ATM Security Advice: Effective Method of Security Measures.Virtual Banking. Journal of Internet Banking and Commerce, 11(1).

Christolav E. A., Marianne A.H. and Jeanne M. H. (2003). US Consumer's and electronic banking 1995- 2003.Board Division of Consumers and Community Affairs. Los Angeles.

Coltman, Devinney & Midgley, (2012) Conference on System Sciences (HICSS), Big Island, Hawaii, p. 196.

Daniel, E. (1999) Provision of electronic banking in the UK and the Republic of Ireland, International Journal of Bank Marketing, vol.17(2),pp.72-82

Daniel, E. (1999). Provision of electronic banking in the UK and the Republic of Ireland. International Journal of Bank Marketing, 17(2), 72-82.

DBLP (2004). Vol. 47 No.5 communications of the ACM.

De Matos, C. A., Henrique, J. L., & De Rosa, F. (2013). Customer reactions to service failureand recovery in the banking industry: the influence of switching costs, Journal of service marketing, 27(7), pp. 526-538.

Devlin, J., & Ennew, C. T. (1997). Understanding competitive advantage in retail financial services. *International Journal of Bank Marketing*, *15*(3), 73-82.

DeYoung, R. (2001). The financial performance of pure play Internet banks. Economic Perspectives, 25, (1), 60-75.

Diacon, S.R., Ennew, C.T. (1996). Ethical issues in insurance marketing in UK. *European Journal of Marketing,* 30 (5), 67-80.

Diniz, A. S. A. C., Mendonça, M. S. C. C., Almeida, F. Q., Costa, D., & Alvarenga, C. A. (1998). Current status and prospects of the photovoltaic rural electrification programmes in the state of Minas Gerais, Brazil. *Progress in Photovoltaics: Research and Applications*, *6*(5), 365-377.

Doll, W., Raghunathan, T., Lim, J., & Gupta, Y. 1995. A confirmatory analysis of the user information satisfaction instrument. *Information Systems Research, 6*(2), 177–188.

Donnell Yuks K. (2003), New System of banking; Drawill Publications, New York. 2003, 24-25.

Donner, J., Tellez, C.A., 2008. Mobile banking and economic development: Linking, adoption, impact, and use, Asian Journal of Communication 18(4), 318 – 332.

Draskovic N. Milan, Jelena V. & Sava S, (2011). Electronic banking models. Faculty for strategic and operational management, Belgarde, Serbia

Driga, I. & Isac, C (2014). E-banking services – features, challenges and benefits. Annals of the university of petrosani, Economics, 14(1), 2014, 49-58

Dudovskis, (2019) The ultimate guide to writing a dissertation in business studies, A step-by-step Assistance.

Easingwood, C. J. and Storey, C. D. 1993. Marketplace success factors for new financial services. Journal of Services Marketing, 7 (1), 41-54.

East, R. (1997). *Consumer behavior*. Prentice Hall PTR.

Ehigie, B. O., & Akpan, R. C. (2006). Roles of Personality Attributes in the Practice of Total Quality Management. *Individual Differences Research*, *4*(2).

Emmanuel R. A., Oludele A. & Olutayo B. (2007). Sms banking services: A 21st century innovation in banking technology volume 4, 2007.

File, K. M., & Prince, R. A. (1992). Positive word-of-mouth: customer satisfaction and buyer behaviour. *International Journal of Bank Marketing*.

Flavian, C., Torres, E., and Guinaliu, M. (2004). Corporate image measurement: a further problem for the tangibilization of internet banking services. International Journal of Bank Marketing, 22 (5), 366-84.

Floh, A. and H. Treiblmaier, (2006). What Keeps the E-Banking Customer Loyal? A Multigroup Analysis of the Moderating Role of Consumer Characteristics on E- Loyalty

in the Financial Service Industry. *Journal of Electronic Commerce Research*, Vol. 7, No. 2, pp. 97-110.

Fraering, M. & Minor, M. S. (2013). Beyond loyalty: customer satisfaction, loyalty, and fortitude, Journal of service marketing 27/4, pp. 334-344. DOI 10.1108/08876041311330807.

Gan, C and Clemes, M. (2006). A logit analysis of electronic banking in New Zealand. International Journal of Bank Marketing, 24 (6), 360-383.

Gayathry S., (2016). Customer relationship management model for bank, Journal of internet banking and commerce November 2016, vol, 21, no. S5. Special issue: E-commerce trends and future of E-Commerce Edited by: Murat Gulmez

Gee, R., Coates, G. and Nicholson, M. (2008), "Understanding and profitably managing customer loyalty", Marketing Intelligence & Planning, Vol. 26 No. 4, pp. 359-74.

Gefen, D., & Ridings, C. M. (2002), "Implementation team responsiveness and user evaluation of customer relationship management," Journal of Management Information Systems, Vol. 19(1), pp.47 " 69

George S.O. (2011). The prospects and Barriers of E-commerce Implementation in the Tanzania Retrieve on 1st May 11 from http://www.tzonline.org.pdf liberation of Banking industry p.4

Giglio, V. (2002), "Privacy in the world of cyberbanking: emerging legal issues and how you are protected", The Secured Lender, March/April, pp. 48-60.

Gounaris, S.P., Stathakopoulos, V. and Athanassopoulos, A.D. (2003), "Antecedents to perceived service quality: an exploratory study in the banking industry", The International Journal of Bank Marketing, Vol. 21 Nos 4/5, pp. 168-90.

Greenberg, 2004.

Gunderson, L. H. (2000). Ecological resilience in theory and application. Annual review of ecology and systematics. 31:425-439

Gurau, C. (2012). Online banking in Transition Economies: the Implementation and Development of Online Banking System in Romania. International Journal of Bank Marketing, 20 (6), 285-296.

Haenlein Michael, Kaplan Andreas M. and Schoder Detlef, (2006), "Valuing the real option of abandoning unprofitable customers when calculating customer lifetime value," Journal of Marketing, Vol. 70(3), pp. 5 – 20.

Hanhdin A. & Ramayah .T. (2012). Expanding the effects of Attitude, social norms and perceived security and privacy.

Harma, M.K., Dubey, R., 2009. Prospects of technological advancements in banking sector using mobile banking and position of India. Proceedings of the International Association of Computer Science and Information Technology Spring Conference, Singapore, 2009.

Hassan, R. S. Nawaz, A. Lashari, N. M & Zafar, Dr.F. (2014). Effect of customer relationship management on customer satisfaction. 2nd Global conference on business, economics, management and tourism, 30-31 October 2014, Prague, Czech Republic.

Hedlund, 2008

Herington, D., & Peterson, G. (2000, June). Making sense of e-CM: setting the strategic agenda for sales automation. In *Proceedings of DCI Customer Relationship Management Conference, Boston, MA* (pp. 27-29).

Hillier, D. (2002). Money Transmission and the Payments Market, Financial World Publishing, Kent UK.

Hiltz, S., Johnson, K., & Turoff, M. 1986. Experiments in group decision making: Communication process and outcome in face-to-face versus computerized conferences. *Human Communication Research, 13*, 225–252.

Howcroft, B., Hamilton, R. and Hewer, P. (2002), "Consumer attitude and the usage and adoption of home-based banking in the United Kingdom", The International Journal of Bank Marketing, Vol. 20 No. 3, pp. 111-21.

Husnain, M., & Akhtar, M. W. (2016). Impact of Branding on Impulse Buying Behavior: Evidence from FMCG's Sector Pakistan. International Journal of Business Administration, 7(1), p59. http://dx.doi.org/10.5430/ijba.v7n1p59

Ivatury, G., Mas, I., 2008. The early experience with branchless banking. CGAP Focus Note, No. 46, 2008. Available at http://ssrn.com/abstract=1655257 (accessed January 1, 2014).

Jayawardhena, C., & Foley, P. (2000). Changes in the banking sector – the case of Internet banking in the UK. Internet Research: Electronic Networking Applications and Policy, 10, (1), 19-30.

Kandampully, J. and Duddy, R. 1999. Competitive advantage through anticipation, innovation and relationships. Management Decision, 37 (1), 51-56.

Karjaluoto, H., Koivuma¨ ki, T. and Salo, J. (2003), "Individual differences in private banking: empirical evidence from Finland", Proceedings of the 36th Hawaii International

Kassim, N., & Abdullah, N. A. (2010). The effect of perceived service quality dimensions on customer satisfaction, trust, and loyalty in e-commerce settings. *Asia pacific journal of marketing and logistics*.

Keivani, F.S.; Jouzbarkand, M.; Khodadadi. M.; Sourkouhi. Z.K. (2012). A general view on the E-banking, International Proceedings of Economics Development & Research, 43

King, S. F., & Burgess, T. F. (2007), "Understanding success and failure in customer relationship management," Industrial Marketing Management, pp. 1 – 11.

Koraus, A. (2011). Financial marketing, Bratislava: Sprint.

Krasnikov & Jayachandran, 2009

Krawcheck, S. (2012). Four ways to fix banks, Harvard Business Review, 90(9), pp. 19-28.

Kumar, M., Kee, F.T. and Charles, V. (2010), "Comparative evaluation of critical factors in delivering service quality of banks: an application of dominance analysis in modified SERVQUAL model", International Journal of Quality & Reliability Management, Vol.27 No. 3, pp. 351-77.

Kumar, M., Kee, F.T. and Manshor, A.T. (2009), "Determining the relative importance of critical factors in delivering service quality of banks: an application of dominance analysis in SERVQUAL model", Managing Service Quality, Vol. 19 No. 2, pp. 211-28.

Kumar, V. (2010). *Customer relationship management*. John Wiley & Sons, Ltd.

Kwarteng, 2015

Ladhari, R. (2009). A review of twenty years of SERVQUAL research. International Journal of Quality and Service Sciences, 1(2), 172-198. http://dx.doi.org/10.1108/17566690910971445

Laforet, S. and Li, X. (2005) Consumers' Attitudes Towards Online And Mobile Banking In China, International Journal of Bank Marketing, 23, 362-380.

Lallmahamood M., (2007). An Examination of Individual"s Perceived Security and Privacy of the Internet in Malaysia and the Influence of This on Their Intention to Use E-Commerce: Using An Extension of the Technology Acceptance Model. *Journal of Internet Banking and Commerce*, Vol. 12, No.3 pp. 1-26.

Lamparello, D. (2000). Doing More for the Right Customers. *Bank Systems and Technology Magazine*,

Lassar, W.M., Manolis, C. and Winsor, R.D. (2000), "Service quality perspectives and satisfaction inprivate banking", The Journal of Services Marketing, Vol. 14 No. 3, pp. 244-71.

Lee, K.C., Chung, N., 2009. Understanding factors affecting trust in and satisfaction with mobile banking in Korea: A modified DeLone and McLean's model perspective. Interacting with Computers 21(5), 385 – 392.

Liu, Z., Min, Q., Ji, S., 2009. An empirical study on mobile banking adoption: The role of trust. Proceedings of the 2nd IEEE International Symposium on Electronic Commerce and Security, Nanchang, China.

Mambi. A. J. (2010). A source book for information and communication technologies and cyber law in Tanzania and east Africa community. Dar-es-Salaam: Mkuki and Nyota Publishers.

Mary, (2019). 3 key benefits of mobile banking

Masrek, M.N., Omar, N., Uzir, N.A., Khairuddin, I.E., 2012. The impact of technology trust on mobile banking utilization. Science Series Data Report 4(12), 27 – 36.

Mattila, M., Karjaluoto, H. and Pento, T. (2003), "Internet banking adoption among mature customers: early majority or laggards", Journal of Services Marketing, Vol. 17 No. 5, pp. 514-26.

Mchomba A.D. (2018). The impacts of electronic banking on customer satisfaction in Tanzania banking industry.

Meyer, C., & Schwager, A. (2007). Understanding customer experience. *Harvard business review*, *85*(2), 116.

Mohammed A. B., Anton A. K., (2010). E-banking of Economical prospects in Bangladesh, Journal of internet banking anc commerce.

Mohammed, Rahid & Tahir, 2014

Moharir P.S. (2010). Measuring CRM Effectiveness

Mols, N.P., Bukh, P.N.D. and Nielsen, J.F. (1999), "Distribution channel strategies in Danish retail banking", International Journal of Retail & Distribution Management, Vol. 27 No. 1, pp. 37-47.

Mugenda, 2003

Mukami, N. A (2017) Customer Relationship Management Strategies and Customer Satisfaction: Case Of Chase Bank (Kenya) Limited-In Receivership United States International University-Africa.

Mukherjee, A. and Nath, P. (2003), "A model of trust in online relationship banking", The International Journal of Bank Marketing, Vol. 21 No. 1, pp. 5-15.

Naeem, H. and Saif, I. (2009), "Service quality and its impact on customer satisfaction: an empirical evidence from the Pakistani banking sector", The International Business and Economics Research Journal, Vol. 8 No. 12, p. 99.

Nasserzadeh, S. R., Jafarzadeh, M. H., Mansouri, T., & Sohrabi, B. (2008). Customer satisfaction fuzzy cognitive map in banking industry. *Communications of the IBIMA*, *2*(21), 151-162.

Negi, R. (2009). Determining customer satisfaction through perceived service quality: A study of Ethiopian mobile users. International Journal of Mobile Marketing, 4(1), 31-38.

Nwankwo, S. I., & Ajemunigbohun, S. S. (2013). Customer relationship management and customer retention: Empirical assessment from Nigeria's Insurance Industry. *Business and Economics Journal*, *4*(2), 81.

Oliver, R. L. (1999). Whence Consumer Loyalty? Journal of Marketing, 63, 33-44. http://dx.doi.org/10.2307/1252099

Owusu, B., (2014). An assessment of job satisfaction and its effect on employee's performance. School of Business, KNUST, College of Art and Social Sciences.

Pan, S. L., & Lee, J. -N. (2003), "Using e-CRM for a unified view of the customer," Communications of the ACM, 46(4), pp. 95 " 99.

Parasuraman, A., Berry, L.L. and Zeithaml, V.A. (1988), "SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality", Journal of Retailing, Vol. 64 No. 1, p. 12.

Parasuraman, A., Zeithaml, V., & Berry, L. (1985). A conceptual model of service quality and its implications for future research. Journal of Marketing, 49, 41-50. http://dx.doi.org/10.2307/1251430

Parvatiyar, A. & Sheth, T.N., (2002). "Customer relationship management: Emerging practice, process, and discipline", Journal of Economic and Social Research vol.3, No.2, 2002.

Pascal, (2016). 6 proven methods for measuring customer satisfaction.

Pfeifer, P. E., Haskins, M. E., & Conroy, R. M. (2005). Customer lifetime value, customer profitability, and the treatment of acquisition spending. *Journal of managerial issues*, 11-25.

Pikkarainen, T., Pikkarainen, K., Karjaluoto, H. and Pahnila, S. (2004). Consumer acceptance of online banking: an extension of the technology acceptance model. *Internet Research*, Vol. 14 No. 3, pp. 224-35.

Prabhakaran, S. and Satya, S. (2003), "An insight into service attributes in banking sector", Journal of Services Research, Vol. 3 No. 1, pp. 157-69.

Ptricio L., Fisk R.P. and Cunha, J.F., (2003). Improving satisfaction with bank service offerings: measuring the contribution of each delivery channel. *Managing Service Quality*, 13 (6), ABI/INFORM Global, pp 471-482.

Ragins, E.J. and Greco, A.J. (2003), "Customer relationship management and ebusiness:

Rahman, Z. (2005). Service quality: gaps in the Indian banking industry. *The ICFAI Journal of marketing management*, *13*(3), 37-50.

Robinson, T. (2000). Internet banking: still not a perfect marriage.Informationweek.com, April 17, pp.104-106.

Rotchanakitumnuai, S., & Speece, M., (2003). Barriers to Internet banking adoption: a qualitative study among corporate customers in Thailand. International Journal of BankMarketing, 21, 312 – 323.

Sadiku, Tembely & Musa, 2017

Salami, M. P. (2005). Impact of customer relationship management (CRM) in the Iran banking sector. *International journal of organizational innovation*, *2*(1), 225-251.

Santos, J. (2003). E-service quality: a model of virtual service quality dimensions", Managing service quality. 13(3), 233-246. http://dx.doi.org/10.1108/09604520310476490

Sasser, W. E., Schlesinger, L. A., & Heskett, J. L. (1997). *Service profit chain*. Simon and Schuster.

Saunders, M., Lewis, P. & Thornhill, A. (2007). Research methods for Business Students 4th ed. Harlow: FT Prentice Hall.

SCN Education B.V. (2001). Electronic Banking: The Ultimate Guide to Business and Technology of Online Banking, (1sted.). Germany: Vieweg.

Seitz, J and Stickel, E (2002): Internet Banking - An Overview, available at www.euv-frankfurt-0.de

Sergeant, C (2000): E Banking: Risks And Responses, B & B Societies Financial Services, USA,at http://www.fsa.gov.uk/pubs/speeches/sp46.html

Shannak, R.O. (2013). Key Issues in E-Banking Strengths and Weaknesses: The case of Two Jordanian

Sharma, H. (2011). Bankers' perspectives on e-banking. *Global journal of Research in Management*, *1*(1), 71.

Sheshunoff, A. (2000), "Internet banking – an update from the frontlines", ABA Banking Journal, January, pp. 51-3.

Shih, K., Hung, H., Lin, B., 2010. Assessing user experiences and usage intentions of m-banking service. International Journal of Mobile Communications 8(3), 257 – 277.

Shih, Y. and Fang, K. (2004), "The use of a decomposed theory of planned behavior to studyinternet banking in Taiwan",Internet Research, Vol. 14 No. 3, pp. 213-23.

Shittu. O. (2010). The impact of electronic banking in Nigeria banking system. Washington, DC: sage Publications Inc.

Shugan, Steven M. (2005), "Brand loyalty programs: Are they shams?" Marketing Science, Vol. 24(2), pp.185 –193.

Simon, V.T., & Thomas A. S. R. (2016). Effect of electronic banking on customer satisfaction in selected commercial banks, Kenya. International Academic Journal of Human Resource and Business Administration, 2(2), 41-63.

Steve W. (2002): Automated Teller Machines; CGAP Staff and Exchange, CGAP IT Innovation Series Los Angeles.

Sureshchandar, G. S., Rajendran, C., & Anantharaman, R. N. (2002). The relationship between service quality and customer satisfaction–a factor specific approach. *Journal of services marketing*.

Swift, R. S. (2001), "Accelerating customer relationships using CRM and relationship technologies," London: Prentice Hall.

Swift, R. S. (2002), "Executive response: CRM is changing our eras, the information we require, and our processes," MIS Quarterly Executive, Vol. 1(2), pp. 95 " 96.

Takira B. (2018). International Journal of advanced research in Engineering & Technology.

Tan, M. and Teo, T.S.H. (2000), "Factors influencing the adoption of internet banking", Journal of the Association for Information Systems, Vol. 1 No. 1, pp. 1-42.

Tan, X., Yen, D.C. and Fang, X. (2002), "Internet integrated customer relationship management: a key

Tariq, A. N., & Moussaoui, N. (2009). The Main Antecedent of Customer Loyalty in Moroccan Banking Sector. *International Journal of Business & Management Science*, *2*(2).

Timothy A. (2012). Electronic banking service and customer satisfaction in the Nigerian Banking industry. International Journal of Business and management.

Titko J. & Lace N. (2010). Customer satisfaction and loyalty in Latvian Retail Banking, Economics and management, pp. 1031-1038.

Tiwari, R. and Buse, S., Humbury University Press (2007), The mobile commerce prospects: A strategic Analysis of opportunities in the banking sector', [online](cited 23 September 2008) Available from (URL: http://hup.sub.uni-hamburg.de/productspage/ publikationen/56).

Tomiuk, D., Pinsonneault, A., & Alain, 2001. Customer loyalty and electronic-banking: A conceptual framework. (Industry trend or event). Journal of Global Information Management, 9(3), 4.

Tse, D. K., & Wilton, P. C. (1988). Models of consumer satisfaction formation: An extension. *Journal of marketing research*, *25*(2), 204-212.

Tuchila, R. (2000). Servicii bancare prin Internet. E-finance Romania, 3, (3), 23.

Tyler, K., Stanley, E. (1999).UK bank corporate relationships: large corporate expectations of service. *International Journal of Bank Marketing*, 17 (4), 158-170.

Veijalainen, J., Terziyan, V., Tirri, H., 2006. Transaction management for m-commerce at a mobile terminal. Electronic Commerce Research and Applications 5(3), 229 – 245.

Vitlale et la, 2008 www.wikipedia.org, 2019

Wang, Y., Lo, H., & Hui, Y. (2003). The antecedents of service quality and their influences on bank reputation: evidence from the banking industry in China. Managing Service Quality, 13(1), 72-83.

Wang, Y.S., Wang, Y.M., Lin, H.H. and Tang, T.I.(2003) Determinants Of User Acceptance Of Internet Banking: An Empirical Study, International Journal of Service Industry Management, 14, 5, 501-519.

Wise, Victoria and Ali, Muhammad Mahboob. (2009). Customer Relationship Management in Banks with special reference to Bangladesh. Southwest Review of International Business Research, 19, (1), March.

Wyner, G.A. (1999).Customer relationship measurement. *Marketing Research Journal*, 11, 39 - 41.

Yee, Peter C., and Yao Wu. "Shipping container based production and logistics management method and system including order entry, tracking, and fullfilment." U.S. Patent Application 12/484,914, filed December 16, 2010.

Zablah, A. R., Bellenger, D. N., & Johnston, W. J. (2004), "An evaluation of divergent perspectives on customer relationship management: towards a common understanding of an emergingphenomenon," Industrial Marketing Management, Vol. 33, pp. 475 " 489.

CHRISTIAN SERVICE UNIVERSITY COLLEGE.

We are conducting a study titled "the impact of e-banking services and customer relationship management on customer satisfaction in Ghana banking industry". The purpose of this study is to gather data and analyze the impact of e-banking services and customer relationship management on customer satisfaction in Ghana banking industry. The success of this study depends on your cooperation and we kindly appeal you take part. This is an academic exercise and the confidentiality of the data provided by respondents would be strictly observed.

Please you are required to tick against the statement where applicable.

SECTION A: DEMOGRAPHIC INFORMATION

Gender : Male [ ]   Female [ ]

Age :   18-30 [ ]   31-50 [ ]   51-59 [ ]   60 above [ ]

Marital status: Single [ ]   Married [ ]   Divorced [ ]   Widow/Widower [ ]

Educational level: JHS [ ]   SHS [ ]   Diploma [ ] 1st Degree [ ] 2nd Degree

                   PhD [ ]

Occupation: Employed [ ]   Unemployed [ ]   Self-employed [ ]

What is your monthly income? Ghc: 500 – 1000 [ ]   1001 – 3000 [ ]

                                   3001 – 5000 [ ]

How long have you been a customer of the bank? 1 -5 years [ ]   6 – 10 years [ ]

                                              10 years above [ ]

SECTION B

E-BANKING SERVICE

Using the scale below, kindly answer the table by ticking below the numbers against the statement.

Scale: 1= Strongly disagree, 2= Disagree, 3= Neither agree/ disagree, 4= Agree 5= Strongly agree.

ATM	1	2	3	4	5
It takes much time to secure ATM card					
ATM provides timely service					
ATM charges negates the benefits of its usage					
The multipurpose functions of ATMs have made life smarter and convenient					

Scale: 1= Strongly disagree, 2= Disagree, 3= Neither agree/ disagree, 4= Agree 5= Strongly agree.

SMS BANKING	1	2	3	4	5
I receive messages on any transactions made					
You are able to check your balance at any time					
Safe and convenience when transacting					
Reliable and assurance when transacting					
Performance meet your expectation					

Scale: 1= Strongly disagree, 2= Disagree, 3= Neither agree/ disagree, 4= Agree 5= Strongly agree.

MOBILE BANKING	1	2	3	4	5
Mobile banking is preferred than using the bank hall					
Account details strongly protected from intruders					
Safe and convenience in security wide					
Reliable and assurance					
Performance meet your expectation					

Section C; CUSTOMER RELATIONSHIP MANAGEMENT

Please use the scale below to answer the table by ticking below the numbers against the statement.

Scale: 1= Strongly disagree, 2= Disagree, 3= Neither agree/ disagree, 4= Agree 5= Strongly agree.

CMR	1	2	3	4	5
I get easy assistance whenever needed be					
There is a safe and secured car park for customers					
Availability of customer relationship officers to guide customers					
Customers are always welcome and thanked after transacting					
The banking hall and environment is of high standard					
Left items are kept safely for owners till they return					
All customers are treated fairly					
The bank corporate strategy gives importance to a customer needs					

Section: D CUSTOMER SATISFACTION

Scale: 1= Strongly disagree, 2= Disagree, 3= Neither agree/ disagree, 4= Agree 5= Strongly agree.

CS	1	2	3	4	5
I am satisfied with the services of the bank					
There is availability of information about e-banking					
I am satisfied with the information about e-banking					
My bank ensures that customer needs and expectation are met					
The services are easy to use					
Accessible to any service at any time					

Contact…………………………………

Thank you.