DETERMINANTS OF SIM BANKING PERFORMANCE:

THE CASE STUDY OF CRDB BANK PLC BRANCHES IN MWANZA CITY
DETERMINANTS OF SIM BANKING PERFORMANCE:

THE CASE STUDY OF CRDB BANK PLC BRANCHES IN MWANZA CITY

By

Luther Eliufofo Mneney

Dissertation Submitted to Mzumbe University, in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University

2013
2.2.5 Automated Teller Machine – ATM ................................................................. 10
2.2.6 Point of Sales - POS ....................................................................................... 10
2.2.7 Electronic Funds Transfer - EFT ................................................................. 10
2.2.8 Shop on line .................................................................................................. 11
2.3 Theoretical Literature Review ....................................................................... 11
  2.3.1 History of Electronic Banking ................................................................. 11
  2.3.2 Registration Information .......................................................................... 11
  2.3.4 Features and Services Provided .............................................................. 12
  2.3.5 Advantages ............................................................................................... 12
  2.3.6 Disadvantages .......................................................................................... 12
  2.3.7 Internet Banking ........................................................................................ 13
2.4 Empirical Literature Review .......................................................................... 17
2.5 Conceptual Framework .................................................................................... 20

CHAPTER THREE .................................................................................................... 21

RESEARCH METHODOLOGY .................................................................................. 21

3.1 Introduction ..................................................................................................... 21
3.2 Research Design ............................................................................................. 21
3.3 Area of the Study ............................................................................................ 22
3.4 Study Population ............................................................................................. 22
3.5 Sample Size ..................................................................................................... 22
  3.5.1 Sample Size Criteria .................................................................................. 22
3.6 Sampling Techniques ....................................................................................... 23
3.7 Types and Sources of Data .............................................................................. 23
3.8 Data Collection Techniques ........................................................................... 24
  3.8.1 The Questionnaires .................................................................................... 24
3.8.2 Interview ...........................................................................................................25
3.8.3 Secondary Sources ............................................................................................25
3.9. Data Analysis Techniques .....................................................................................25

CHAPTER FOUR ...........................................................................................................26
PRESENTATION OF FINDINGS ....................................................................................26

4.1 Introduction ..............................................................................................................26
4.2 Characteristics of respondents ................................................................................26
  4.2.1 Respondents by Sex .........................................................................................26
  4.2.2 Respondents by Age .........................................................................................26
  4.2.3 Respondents’ level of education ......................................................................27
  4.2.4 Respondents by Occupation ............................................................................28
4.3 Customer’s awareness of e-banking services .........................................................28
  4.3.1 Awareness on specific Electronic Banking products ....................................29
  4.3.2 Awareness on Sim Banking .............................................................................30
  4.3.3 Awareness on the benefits of using the Sim Banking ....................................30
4.4 The impact of Customer’s Preference on the use of Sim banking .........................31
  4.4.1 Rate of use of sim banking facility .................................................................31
  4.4.2 Customer’s Preference in using sim banking facility .......................................32
4.5 The reasons for CRDB low sales of Sim Banking ..................................................33
  4.5.1 Poor communication on the uniqueness and clarity of benefits of products .33
  4.5.2 Low security and high risk of transactions .....................................................35
4.5.3 Lack of Assurance and Reliability .................................................................36
4.5.4 Fraudulent Events ......................................................................................37
4.6 Marketing strategies for sim banking ............................................................38
  4.6.1 Uniqueness of sim banking ........................................................................38
  4.6.2 Dissemination of benefits of sim banking to customers ......................39
  4.6.3 Dissemination of Information on new development ...........................39

CHAPTER FIVE .........................................................................................................40
DISCUSSION OF THE FINDINGS .........................................................................40
  5.1 Introduction ..................................................................................................40
  5.2 Respondents’ Profile ...................................................................................40
    5.2.1 Respondents by sex ...............................................................................40
    5.2.2 Respondents by age ...............................................................................40
    5.2.3 Respondents’ level of education .............................................................41
    5.2.4 Respondents’ occupation .....................................................................41
  5.3 Customer’s awareness of electronic banking services ............................41
  5.4 Customers’ awareness of sim banking ........................................................42
    5.4.1 Benefits of using the sim banking ..........................................................42
    5.4.2 Rate of use of sim banking facility .......................................................43
  5.5 Customer’s preference of using sim banking facility .................................44
  5.6 Marketing strategies for sim banking ...........................................................44

CHAPTER SIX .........................................................................................................46
SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS ................................46
  6.1 Introduction ..................................................................................................46
  6.2 Summary .......................................................................................................46
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “Determinants of sim banking performance: The Case Study of CRDB Bank Plc Branches in Mwanza City”, in fulfilment of the requirements for award of the degree of Master of Business Administration of Mzumbe University

____________________________________
Major Supervisor

____________________________________
Internal Examiner

Accepted for the Board of School of Business

____________________________________
DEAN, BOARD OF SCHOOL OF BUSINESS
DECLARATION AND COPYRIGHT

I, Luther Eliuforo Mneney, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature ___________________________

Date_______________________________

©

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of Mzumbe University on behalf of the author.

vii
ACKNOWLEDGEMENT

To be honest, preparation of this work could not be possible and successful without cooperation, support and assistance from various stakeholders from whom I am highly indebted to express my sincere gratitude.

First of all, I would like to thank God for his mercy, wisdom, guidance and strength to me since I joined Mzumbe University to the stage of writing this dissertation. I know it was not possible to reach this stage, but God made it possible for me.

Secondly, my special thanks are due to my research Supervisor Mr. Jonas Mnzava for his guidance, support and encouragement from the period of developing research proposal to the final dissertation report. Without his dedicated support and commitment, I would not have made any significant step to the final dissertation report I have prepared. In addition, I am also thankful to all my lecturers who took me throughout a number of courses during the entire period of the coursework.

Thirdly, I also wish to extend my special thanks to Professor Joseph Kimeme of HELix-ORAL INTERNATIONAL, the resource person of 5 days-workshop organized and conducted by the said institute ‘Research Skills Development Workshop’. I am therefore indeed grateful for the knowledge he shared to me.

Fourthly, I’m also indebted to my employer for permission granted to me to pursued part-time program. Special thanks are due to CEO of CRDB Bank Plc Dr. Charles Kimei, Director of Human Recources Ms. Dorah Ngaliga, Director of Retail Banking Ms. Nellie Ndossa and my fellow staff.

Lastly, I extend my sincere thanks to my Father Mr. Eliuforo Ndesamburo Mneney and my Mother Late Domenester Siria Moshi. My exceptional thanks are also due to my Wife Lucy Victor Swai, my children Sia Luther Mneney and Louis Luther Mneney as well as to my relatives.
DEDICATION

This dissertation is dedicated to my beloved wife Lucy Victor Swai, my children; Sia Luther Mnene, Late Laura Luther Mnene, Louis Luther Mnene, my Daddy Eliuforo Ndesamburo Mnene and my Mummy Late Domenester Siria Moshi, for their kindly, moral and material support for whole period of my study.
ABSTRACT

The study focused on examining the determinants of sim banking performance, the case study of CRDB Bank Plc branches in Mwanza City. Sim banking is one of the electronic banking product which was recently launched by CRDB bank Plc in February 2012. The study was carried out successfully by examining the following specific objectives namely (1) to assess the extent to which the customers were aware of electronic banking (2) to assess the impact of preference on the use of sim banking, (3) to examine the reasons for CRDB low sales of sim banking despite large number of customers and (4) to assess the effectiveness of marketing strategies employed to increase the sales of sim banking.

Four CRDB Bank Branches in Mwanza City namely Bugando, Nyerere and Nyanza and Mwanza were purposively selected due to its immediacy to the researcher’s work station. Therefore for the purpose of this study the sample 200 customers and 4 branch Managers were drawn to represent CRDB bank customers and Management respectively. The main tools of data collection for the study were questionnaires for CRDB Bank customers and interview for CRDB Bank Management staff.

The findings from the study indicated that customers were aware of the existence of electronic banking. However, it was found that the preference as one of the determinant examined had a greater influence on the use sim banking and therefore affecting the sales. It was also found that the fraudulent events so far reported and non-assurance of security were the one of the factors leading to low sales of sim banking despite its large number of customers. The findings also suggested that the marketing strategies were ineffective.

The study therefore came up with two major recommendations. First, CRDB Bank Plc should review its marketing strategies in place to ensure all newly introduced products are closed monitored. Second the advantages of sim banking as a new product should be clearly communicated to the customers to avoid distortions as a result of rumours from the lay men in the market.
CHAPTER ONE

INTRODUCTION

1.1 Organizational Background

CRDB Bank Plc is a leading, wholly-owned private commercial bank in Tanzania. The Bank was established in 1996 and has grown and prospered over the years to become the most innovative, first choice, and trusted bank in the country. CRDB Bank has been recording progressive profit every year since its foundation and has paid dividends annually. The Bank reached an important milestone recently and was listed on the Dar es Salaam Stock Exchange on 17th June, 2009.

CRDB Bank Plc provides commercial banking services in Tanzania. The company’s personal banking business offers savings, Malkia, Scholar, current, Junior, and Tanzanite accounts; general purpose, car, education, and housing loans; and bill payment services. Its business banking products comprise working capital loans, investment loans, and loans for SMEs. The company’s corporate banking business offers structured finance and trade finance services. Its premier banking business provides personalized and simplified banking services to high net worth customers. The CRDB bank also offers microfinance; treasury; share registration and insurance agency; and Internet and mobile banking services. It operates through a network of 71 branches, 162 ATMs, and in partnership with 472 microfinance institutions, as well as through depository ATMs, mobile branches, and point of sales terminals located in Tanzania. (www.crdbbank.com)

Due to rapidly change of technologies worldwide, the banking industry is no longer offering banking services and products in traditional way of banking rather, banks are now using the modern technologies in offering services to their esteemed customers. Also due to innovation of various bank products the traditional products are no longer in the market.

Therefore due to rapid change of technologies as well as the way of providing the banking services and products to customers, CRDB Bank Plc is offering services to its customers by using Electronic banking. 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. The following terms all refer to one form or another of electronic banking: personal computer (PC) banking, Internet banking, virtual banking, online banking, home banking, remote electronic banking, and phone-banking. PC banking and Internet or online banking is the most frequently used terminologies. It should be noted, however, that the terms used to describe the various types of electronic banking are often used interchangeably.

In other worlds, Electronic banking is form of banking where funds are transferred through an exchange of electronic signals between financial institutions, rather than an exchange of cash, cheques, or other negotiable instruments. The ownership of funds and transfers of funds between financial institutions are recorded on computer systems connected by telephone lines. Customer identification is by access code, such as a password or Personal Identification Number instead of a signature on a cheque or other physical document. Electronic banking systems can be low-dollar retail payment systems, such as Automated Teller Machine networks and Point-Of-Sale systems; and large-dollar interbank payment systems, such as the Federal Reserve Fed Wire or the Clearing House Interbank Payments System operated by the New York Clearing House Association. See also Automated Clearing House; Book Entry Security; Electronic Funds Transfer; Wire Transfer. ([http://ithandbook.ffiec.gov](http://ithandbook.ffiec.gov))

CRDB Bank offers a comprehensive range of Corporate, Retail, Business, Treasury, Premier, and wholesale microfinance services through a network of branches, ATMs, Depository ATMs, Mobile branches, Point of Sales (POS) terminals and scores of Microfinance partners institutions. The Bank also operates through internet and Mobile banking services.([www.crdbbank.com](http://www.crdbbank.com))

The electronic banking products/services currently offered by the CRDB Bank include internet banking, mobile banking, Sim banking, Tembocard, ATM, POS, Money transfer and Shop on line.

This study focused on sim banking, one of the electronic banking services, which was recently launched by CRDB Bank Plc in February 2012. SimBanking is a service that allows customers to carry out banking transactions using a mobile phone.
The study examined the determinants of sim banking performance as one of electronic banking product offered by CRDB Bank Plc in order to establish the extent to which the product is accepted by customers and why the customer’s turn up is too low compared to available numbers of eligible customers.

1.2 Background of the Study

The study was carried using a case study of CRDB Bank customers residing in Mwanza City, by selecting a sample from various eligible customers from branches located in Mwanza City, namely Mwanza, Nyerere, Nyanza and Bugando branch as representatives of other CRDB Bank customers. Also the respective branch Managers were selected as representatives of CRDB bank Management.

Due to rapidly change in technologies as well as way of offering banking services and products to their esteemed customers, CRDB Bank has decided to launch new product into the market which is known as Sim banking. Sim Banking is a service that allows customers to carry out banking transactions using a mobile phone. The service has a number of features like, IntraBank Funds Transfer to any bank account within CRDB Bank network, Funds transfer to any mobile phone in the country, Funds transfer to mobile money, Bills Payments to utilities, Airtime Purchase for self and others, Ability to send money to people with no bank accounts or ATM cards, Balance Enquiry, Mini Statement, Alerts (notifications of TemboCards/Visa/MasterCard usage), Online registration through your own phone, PIN change, Bilingual, allowing you choice of Kiswahili or English.

On top of the features of the service, there are many benefits that can be accrued from using it. These include, access personal accounts anywhere anytime, transfer funds without hassles, convenient payment of bills, payment to business partners and suppliers without stress, doing transactions round the clock, conducting self-service without hassles of visiting the Bank every time, maximized use of mobile phone and enjoying CRBD Bank innovation.
Accessing Banking Services

In order to access Banking services, a customer first needs to have an account with CRDB Bank or open a new account with CRDB Bank. Secondly, a customer can have a Savings or Current Account, All CRDB Bank customers can use the service irrespective of their mobile providers and handsets

- Registration is fast and easy. To start using SimBanking a customer needs to register. Registration is done on customer’s phone.
- SimBanking is a self-registration service. A customer has to dial *150*03# and then follow the instructions during registration

Eligibility

This service is suitable for, All CRDB Bank account holders, Traders transferring funds, Parents transferring funds, Students of higher institutions

Security

Security is ensured in SimBanking. All transactions on SimBanking require PIN. A PIN is needed each time to gain access to the service. Thus, even if unauthorised person has possession of your phone, he cannot make any transaction on SimBanking without your PIN. However the customers are strictly advised to ensure they keep their Sim Banking PIN safe and secure. (www.crdbbank.com)

1.3 Statement of the Problem

Electronic banking systems offer a multitude of advantages over traditional, physical banks. They provide a convenient, reliable and safe method of online transactions, allowing customers to access their financial records from anywhere in the world at any time. Electronic banking saves time, costs and allows information to be processed quicker than at standard brick-and-mortar banks. (http://www.ehow.com)

In February 2012, CRDB Bank decided to introduce new electronic banking product known as sim banking to enable their customers to enjoy the variety of benefits such as, Accessing the accounts anywhere anytime, transfer funds without hassles, payment of bills conveniently, pay business partners and suppliers without stress, do
transactions round the clock, conduct self-service banking without visiting the Bank, maximize the use of mobile phone and above all enjoy CRBD Bank Plc innovation.

Despite the benefits of sim banking, customers’ response on the use of sim banking is still very low. Taking the entire CRDB Bank Plc, the targeted number of customers as at February 2012 were 190,000. However in December 2012 it was found that only 100,000 (53%) customers were using electronic Banking and therefore leading to low sales of banking products. Therefore, despite marketing efforts by CRDB Bank Plc, customers have demonstrated unfavourable performance on the usage of sim banking. As there is little knowledge on the determinants of poor customers response on electronic banking this study intends to bridge the gap.

1.4 Research Objectives

1.4.1 The General Objective

The study aimed at studying the determinants of sim banking performance, a newly electronic product recently launched by CRDB Bank Plc.

1.4.2 Specific Objectives

The study focused also on focus on the following specific issues:

- To assess the extent to which the customers are aware of electronic banking
- To assess the impact of sim banking preference on the use of sim banking
- To examine the reasons for CRDB low sales of sim banking despite large number of customers.
- To assess the effectiveness of marketing strategies employed to increase the sales of sim banking.
1.5 Research Questions

1.5.1 The General Research Question

What are the determinants of sim banking performance and the impacts of determined determinants on sales performance of sim banking?

1.5.2 Specific Research Questions

- To what extent are the CRDB Bank customers aware of electronic banking?
- How does preference affect the use of sim banking?
- Why does CRDB experience low sales of Sim Banking despite having large number of customers?
- To what extent are marketing strategies effective in increasing the sales of sim banking?

1.6 Significance of the Study

The study helped the researcher to get more knowledge on variety of electronic banking services and products offered by CRDB Bank Plc and the world in general, the customer’s behaviour and perception towards the electronic banking products also the benefits of electronic banking to banks and customers. The study will benefit CRDB bank customers; CRDB bank marketing teams, personnel’s responsible for products innovation, research and development. The study will give recommendations to the Management of the CRDB bank in respect of appropriate marketing strategies should be employed as far as the electronic banking is concerned. Also the Management and marketing team will get an insight on why the sales of sim banking is significant low in regarding to the number of eligible customers against customer’s response. Finally the study findings will be used by the researcher, CRDB bank and other stakeholders for valuable decisions and references.
1.7 Limitations of Study

Limited funds: The study was hampered by lack of sufficient funds. This is on the recognition that effective research performance is costly and hence more funds were needed for better results to enable the researcher to cover the entire population. Bureaucracy in accessing some data was another limitation where some confidential data were so difficult to get it since some documents are confidential in nature. Insufficient resources: Electronic banking is a modern technologies with variety of innovated products and services this is the main reasons for insufficient resources for literature review, making references such as books, research papers concerning to this study. Banker’s duty of confidentiality was also found to hamper the access to many of the useful information. Among the basic principle upon which the banks operate is founded in confidentiality, any unauthorised disclosure constitute a serious breach of criminal law or bank’s code of conduct and ethics. Based to this principle and others, the banker’s practice and ethics hindered availability of data from banks. Especially the branch Managers was not willing to disclose any marketing information regarding sim banking.

1.8 Scope of Study

The study covered the CRDB Bank customers who use or who do not use electronic banking service, in particular sim banking. The study was carried out in four CRDB branches in Mwanza City Municipal including Mwanza, Nyerere, Nyanza and Bugando branches as representatives of other CRDB Bank customers.

1.9 Organization of the Dissertation

This dissertation is divided into six (6) chapters. Chapter 1 introduces the research problem. The explanation of the background to research problem, the objectives of the study and main research questions guiding this study, significance of the study, limitation and the scope of the study have all been provided in this first chapter. Chapter 2 provides an overview of both theoretical and empirical review of literatures
regarding Electronic Banking. Chapter 3 presents the research methodology adopted to carry out the study. Chapter 4 provides the findings of from the study in relation to the research objectives. Chapter 5 is about the discussion of the findings while chapter 6 is a summary, conclusions and policy implications derived from the contributions of the research.
2.1 Introduction

This chapter attempted to navigate into various literatures with regards to the broad spectrum internet banking. The chapter provides a theoretical deeper understanding of the important concepts used in this research. Theoretical literature review provided an in-depth understanding of electronic banking, internet banking, and application of electronic banking worldwide. On the other hand, empirical literature review provided some practical research findings from some few researches conducted.

2.2 Key Terms Defined

This topic on determinants of sim banking performance required a through definition of core concepts of electronic banking products which were used most often. These terminologies included; Internet Banking, Mobile Banking, Sim Banking, Tembo card visa, Automated Teller Machine – ATM, Point of Sales – POS, Electronic Funds Transfer - EFT and Shop on line.

2.2.1 Internet Banking

This is the performance of banking activities via the Internet. Online banking is also known as "Internet banking" or "Web banking." A good online bank will offer customers just about every service traditionally available through a local branch, including accepting deposits (which is done online or through the mail), paying interest on savings and providing an online bill payment system.

2.2.2 Mobile banking

Mobile Banking means a financial transaction conducted by logging on to a bank’s website using a cell phone, such as viewing account balances, making transfers between accounts, or paying bills. It is a term used for performing balance checks, account transactions, payments etc. via a mobile device such as a mobile phone. In recent time Mobile banking is most often performed via SMS or the Mobile Internet but can also use special programs called clients downloaded to the mobile device.
2.2.3 Sim banking

Sim Banking is a service that allows you to carry out banking transactions using a mobile phone, offered by CRDB Bank Plc (www.crdbbank.com)

2.2.4 Tembo Card/Tembo Card Visa

This is an enhanced banking card which allows a customer withdraw cash from domestic and international ATM’s as well as making purchases in outlets without hassles of carrying cash.(www.crdbbank.com)

2.2.5 Automated Teller Machine – ATM

This is an electronic banking outlet, which allows customers to complete basic transactions without the aid of a branch representative or teller. There are two primary types of automated teller machines, or ATMs. The basic units allow the customer to only withdraw cash and receive a report of the account's balance. The more complex machines will accept deposits, facilitate credit card payments and report account information. To access the advanced features of the complex units, you will usually need to be a member of the bank that operates the machine. (http://www.businessdictionary.com)

2.2.6 Pont of sales - POS

Point of Sales, or POS as it is more commonly abbreviated, refers to the capturing of data and customer payment information at a physical location when goods or services are bought and sold. The POS transaction is captured using a variety of devices which include computers, cash registers, optical and bar code scanners, magnetic card readers, or any combination of these devices. (http://www.webopedia.com)

2.2.7 Electronic Funds Transfer - EFT

Any transfer of funds that are initiated by electronic means, such as an electronic terminal, telephone, computer, ATM or magnetic tape.
2.2.8 Shop on line

This is the act of purchasing products or services over the Internet. Online shopping has grown in popularity over the years, mainly because people find it convenient and easy to bargain shop from the comfort of their home or office. One of the most enticing factor about online shopping, particularly during a holiday season, is it alleviates the need to wait in long lines or search from store to store for a particular item. ([http://www.businessdictionary.com](http://www.businessdictionary.com))

2.3 Theoretical Literature Review

The theoretical literature review provides some theoretical underpinnings on a number of issues related to electronic banking. This covers the history of electronic banking, registration of information, features and services provided by electronic banking, advantages and disadvantages of electronic banking.

2.3.1 History of Electronic Banking

The concept of electronic banking systems began when the first automated teller machines (ATMs) were installed in the 1970s. ATM machines allow deposits to be made from remote locations. This is a convenient way for customers who otherwise would have to withdraw cash personally from their bank. According to D. K. Murthy and K. R. Venugopal (2006), “Indian Financial System,” the advantages offered by ATM machines quickly spilled over to encompass other areas of bank services, computerizing manual systems for greater efficiency and time savings. The concept behind ATM machines gave rise to smart cards, intranet and Internet banking, EFT (electronic funds transfer) and POS (point of sale) systems, phone banking and other electronic services.

2.3.2 Registration Information

Electronic banking facilities can be accessed by existing bank customers and new customers alike. Existing customers are typically required to forward their request and inquiries to their personal relationship manager or bank support staff. To access electronic banking features in the United States, new customers are required to provide
their Social Security number. A customer is issued a personal identification number (PIN) and access details once his Internet account is verified.

2.3.4 Features and Services Provided

Electronic banking services and solutions fall into a few broad categories, including transactional services, non-transactional services, administrative services and wire transfers. Transactional services include EBPP (Electronic Bill Presentment and Payment), transfer of funds between different user accounts, investment sale or purchase, loan transactions and applications. Non-transactional services provided by electronic banking systems include web chat with online bankers, viewing online statements and accessing bank information services online. Administrative services are also provided online, including interest rate calculation, depreciation, adjustment of fees and others.

2.3.5 Advantages

Electronic banking systems offer a multitude of advantages over traditional, physical banks. They provide a convenient, reliable and safe method of online transactions, allowing customers to access their financial records from anywhere in the world at any time. Electronic banking saves time, costs and allows information to be processed quicker and accurately.

2.3.6 Disadvantages

While electronic banking systems ensure the provision of the highest levels of security by installing high-end firewalls and encryption software, breaches do occur. Hackers and malicious software can break into even the toughest of online vaults and steal personal information. System failures or technical hitches in servers can cause an electronic banking network to go offline temporarily, which can prove a nuisance, especially if a bill or payment is to be made or cash transferred urgently.
2.3.7 Internet Banking

Internet banking refers to the utilization of the Internet for performing transactions and payments by accessing a bank's secure website. It also pertains to the application of financial services and markets through the use of electronic communication and computation (Humphrey et al. 2004). The developments can be subdivided into two main areas. The first is the impact of Internet banking on financial services. Most economists perceive that the existence of the Internet and other electronic communication processes has significantly changed many aspects of the banking industry.

A majority of the services normally provided by banks can already be provided by other financial entities (Jayaratne et al. 2001). The second main area is the major transformation that occurred on most financial markets. Nowadays, these no longer need to be related with a physical place. In effect, trading systems for foreign exchanges are gradually becoming global. All these changes have gained significance for public policy towards the improvement of the financial services industry and markets. They are able to consider the implied information for the safety of regulations and global public policy (Keeton, 2002).

There are three main important trends in Internet Banking which have been hastened through the emergence of the Internet. These are the improvements in terms of price transparency, differential pricing and transformation of distribution channels. Economists greatly consider the impact of these trends on the financial services industry (Loughran et al. 2004).

Improved price transparency has the capability to increase the level of competition and reduce the margins of profit. Evidences from other marketable industries that use the internet services extensively, however, suggest that there are also limitations to this process. It appears that costs of search transactions remain significantly high that makes differential pricing possible, and this will further become important in financial services (Mester, 2000). Since the increased utilization of the internet services leads to the promotion of disintermediation, there will undoubtedly be a transformation of distribution channels and restructuring of the industry.
The impact of e-finance technologies on financial services firms is broad. Online banking began in the mid-1990s and is increasingly becoming more important until today. In contrast to banks, however, a majority of insurance companies have used the internet in a relatively small amount. Electronic brokerage services have been an important economic development in recent years.

While the internet is bound to be new and exciting to use, other e-finance technologies which have been existing much longer than the internet, have also done their part in reshaping the financial services industry, particularly the banking sector. For instance, in the 1970s, Automated Teller Machines (ATMs) began to change the ways that consumers used to process their transactions with banks. In the 1980s, the extensive utilization of electronic computation and data analysis altered the way in which credit decisions are made; these innovations have helped to reduce the lending costs on average and enhanced the liquidity of loans (McAndrews et al. 2001).

The utilization of electronic communication in finance, in fact, goes back much further than the 1970s. As early as 1918, the Fedwire payment system made use of the electronic settlement of payments among banks over the telegraph (Mishkin et al. 2002).

This particular use of electronic communications in payment systems has gradually increased through time. Now, almost all huge payments among banks and corporations are being done electronically. In some countries, especially in Scandinavia, electronic payments systems are gradually becoming widely used at the consumer level. In the United States, however, the paper-based check clearing system is still widely used (O’Hara, 2004). [Olo wookere Sunday & Popo-ola E. Arnold, Blekinge Institute of Technology, Weden, Thesis no MCS-2008:7]

2.2.8 The nature of the problem

According to D. K. Murthy and K. R. Venugopal (2006), “Indian Financial System,” Electronic banking has existed for decades, starting with automatic teller machines (ATM) in the late 1960s in developed countries. Over time, more and more concerns are associated with electronic banking, as the industry branched out to phone and on
line banking. Regardless of what type of electronic banking you choose to use, there are issues with security, accuracy and customer service. (http://www.ehow.com)

The CRDB Banks Plc is offering the electronic banking services through its network of 71 branches, 162 ATMs and in partnership with 472 microfinance institutions, mobile branches and point of sales terminal located in Tanzania. (www.crdbbank.com)

Security

One of the biggest problems with electronic banking is security. Regardless of what type of security is in place for on line banking sites or ATMs, people are able to obtain customer information. Through so-called phishing, where someone tries to trick a customer into revealing sensitive information, where malicious code is introduced into a computer, customers can become victims to identity theft. These issues are often beyond the bank control, as criminals try many tactics to obtain customer information. At ATMs, thieves can also hack the system, so your personal identification number (commonly called a PIN number) and card numbers are stolen after you use them. (http://www.ehow.com)

Fraud

Fraud is a common concern with electronic banking because the security features, such as a password or PIN number can be stolen and used without identification. There are few ways to verify who is making a transaction until it is too late. People can steal a PIN and card number and use it on line without the owner permission. Money transfers can also occur through on line banking sites by an outside party.

Customer service

Electronic banking also lacks the one thing most bank institutes thrive on: customer service. Electronic banking is conducted by the customer instead of a bank teller, so there is no face-to-face interaction. The customer must seek any additional services or help on by pro-actively contacting the bank. Some customers refuse to use these services because they feel they are entitled to in-person customer service. (http://www.ehow.com)
Factors for the existence of the problem

There are a number of factors responsible for the existence of the problem. This includes security risk, transaction risk, legal risk, and knowledge and infrastructures barriers. The following section provides the explanation for each of the mentioned factor responsible for the existence of the problem.

Security Risk

Customers are mostly concerned with the security related to online banking. Online banking websites are secure, but there are still ways people get your information. The bank cannot control outside sources getting into your computer or user error. It is important to log out of your account when you are done, if accessing from another person’s computer. Phishing is one of the biggest causes of identity theft. Phishing e-mails pretend to be from a reputable source and ask you to click a link that will take you to what appears to be your bank’s website but really are not. Once you are there, you are asked to enter your personal information, and if you do so the phishers steal it. You should never open anything that comes from a person you do not know. Phishing can also occur over the phone with people asking you for bank information. The bank will never call asking for your passwords and account information. (http://www.ehow.com)

Transaction Risk

Over time a bank can lose money if the online or electronic banking options are not managed efficiently. Customers want a reliable, accurate and timely servicethat improves over time. If this doesn't happen, customers are likely to leave the bank and look for better or alternative service elsewhere. It is important to have secure websites with customer support available at most hours (http://www.ehow.com)

Legal Risk

The critical issue in banking industry is availability of laid down procedure of prosecuting criminal offence, currently in Laws of Tanzania we do not have the laid
down procedure of prosecuting criminal offence related to electronic financial transactions (cyber-crime).

The increasing incidents of fraud and theft committed through electronic payment systems are currently alarming in Tanzania. These incidents constantly lead to unauthorized access to customer’s money kept in banks, the consequences being huge financial losses to consumers transacting banking business in electronic form. The consequences of these flaws are that consumers using retail electronic banking have on many occasions suffered financial losses.

**Knowledge and Infrastructural Barriers**

Knowledge and Infrastructural barriers are one of the challenges for implementation and development of electronic banking in Tanzania.

2.4 Empirical Literature Review

The empirical literature review provides the application of electronic banking worldwide. Internet banking, sometimes called online banking, is an outgrowth of PC banking. Internet banking uses the Internet as the delivery channel by which to conduct banking activity, for example, transferring funds, paying bills, viewing checking and savings account balances, paying mortgages, and purchasing financial instruments and certificates of deposit.

The Internet Banking customer can accesses his or her accounts from a browser-software that runs Internet banking programs resident on the bank’s World Wide Web server, not on the user’s PC. Net Banker defines a “true Internet bank” as one that provides account balances and some transactional capabilities to retail customers over the World Wide Web. Internet banks are also known as virtual, cyber, net, interactive, or web banks.

To date, more banks have established an advertising presence on the Internet—primarily in the form of informational or interactive web sites than they have created transactional web sites. However, a number of Banks that do not yet offer transactional
Internet banking services have indicated on their web sites that they will offer such banking activities in the future.

Although Internet banks offer many of the same services as do traditional ways of banking, analysts view Internet banking as a means of retaining increasingly sophisticated customers, of developing a new customer base, and of capturing a greater share of depositor’s assets. A typical Internet bank site specifies the types of transactions offered and provides information about account security.

Because Internet banks generally have lower operational and transactional costs than do traditional brick-and-mortar banks, they are often able to offer low-cost checking and high-yield Certificates of deposit. Internet banking is not limited to a physical site; some Internet banks exist without physical branches, for example, Telebank (Arlington, Virginia) and Banknet (UK). Further, in some cases, web banks are not restricted to conducting transactions within national borders and have the ability to make transactions involving large amounts of assets instantaneously. According to industry analysts, electronic banking provides a variety of attractive possibilities for remote account access, including:

- Availability of inquiry and transaction services around the clock;
- worldwide connectivity;
- Easy access to transaction data, both recent and historical; and
- Direct customer control of international movement of funds without intermediation of financial institutions in customer’s jurisdiction.

However, other researchers have revealed that, the utilization of electronic communication in finance, in fact, goes back much further than the 1970s. As early as 1918, the Fed wire payment system made use of the electronic settlement of payments among banks over the telegraph (Mishkin et al. 2002). This particular use of electronic communications in payment systems has gradually increased through time. Now, almost all huge payments among banks and corporations are being done electronically.
In some countries, especially in Scandinavia, electronic payments systems are gradually becoming widely used at the consumer level. In the United States, however, the paper-based cheque clearing system is still widely used (O'Hara, 2004).

Because of the growing influence of globalization, banking system has never been the same again. The traditional banking system makes various reactions coming from the clients that often manifested in the queuing time. But with the introduction of the development in the banking system, the clients finally feel at the state of ease. More often, the new innovated system allows the customers to touch their accounts even at home or across the other countries.

Most of banking market survey reviled that, only 5 per cent of the population of Tanzania use formal banking services. In a country of 42.5 million people, that means 40 million people with no bank account. The figures reflect the dire poverty in which most Tanzanians live – around 90 per cent of the population live on a dollar a day. Banks have been reluctant to invest in building branch networks when there seemed little return on the outlay. (www.dailynews.co.tz)

Electronic banking is revolutionising this environment by changing the way poor people are spending what they earn by providing them with secure banking services that make their personal finances easier to manage. It is also profitable for the companies, known as microfinance institutions, which run the electronic banking systems. The most popular vehicle through which customers can utilise banking services electronically is via mobile phone. The technology allows customers to check and manage their accounts, pay utility bills such as gas and electric and transfer money between accounts – either their own or someone else’s – all on their phone.

Electronic banking has tremendously revolutionized the business of banking through the enhancement of banking service delivery in a flexible, timely and cost effective manner. Consequently, electronic banking has come to be synonymous with modern banking. However, the development and adoption of electronic banking has also been accompanied by some legal and regulatory challenges. Some of these challenges affect consumer protection, the legal status of electronic documents and signatures and the legal control of crimes in electronic banking.
2.5 Conceptual Framework

Conceptual framework is a written or visual presentation that explains either graphically, or in narrative form, the main things to be studied, the key factors, concepts or variables and the presumed relationship among them”. (*Miles and Huberman, 1994, P18*)

![Conceptual Framework Diagram](image)

*Source: Researcher’s own construction*
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the area of the study and gives the research design used. It further provides study population, sample size and sampling procedure applied. Moreover, it gives information on data collection methods and how data were collected, coded, processed and analysed. According to Kothari (2010:8) defines research methodology as a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

3.2 Research Design

According to Aaker et al (2002), a research design is the detailed blue print used to guide a research study towards its objectives. According to this definition a research design is a detailed plan of work to be done to achieve the research objectives, similarly is a conceptual structure within which a research is conducted.

However according to Kothari (2010:31) defines research design as a decision regarding, what, where, when, how much, by what means concerning an inquiry or a research study constitutes. A research design can also be defined as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted towards its objectives.

Since the proposed study used both qualitative and quantitative variables under the study. The study employed a case study research design by considering CRDB Bank Plc branches in Mwanza City as a case. The study approach undertaken was descriptive in nature simply because it tries to study the determinants of sim banking performance, a newly electronic banking product recently launched by CRDB Bank.
Reasons for descriptive design; The approach is less expensive compared to others, it enables to analyze the sample which is statistically representative of the population and come up with specific findings and it is comprehensive in nature giving the researcher deeper and full understanding of the study.

3.3 Area of the Study

The study was conducted in Lake Zone area specifically Mwanza City. The study covered the CRDB Bank branches which are Nyanza, Mwanza, Nyerere and Bugando branches

3.4 Study Population

The study was conducted in CRDB Bank branches in Mwanza City which are Nyanza branch, Mwanza branch, Nyerere branch and Bugando branch. Hence the population of the study was all CRDB bank customers residing in Mwanza City who were eligible to enjoy electronic banking products and the respective Branch Managers

3.5 Sample Size

Selection of sample was important as it enabled the researcher to determine the reliability of the research (Kamuzora, 2008). The sample size must be the representative of the target population so that the researcher can generalize the results drawn from the analysis of data results

The researcher chose the respondents of this study who were the customers of CRDB Bank and Branch Managers. The sample size of 200 respondents was involved. It comprised various customers from each branch namely Nyanza branch, Mwanza branch, Nyerere branch and Bugando branch.

3.5.1 Sample Size Criteria

In addition to the purpose of the study and population size, three criteria usually needed to be specified to determine the appropriate sample size: the level of precision, the level of confidence or risk, and the degree of variability in the attributes being measured (Miaoulis and Michener, 1976).
For the purpose of this study, since the population was too big, and due to various limiting factors including resources such as time and budget. Therefore the criteria were the CRDB Bank regular and frequently customers who performed at least 5 financial transactions (deposit and or withdrawal) per month. This included higher learning students, government employees, private sector employees, self-employed persons, SME, signatories /CEO’s of corporate customers and Branch Managers of CRDB Bank branches in Mwanza City.

3.6 Sampling Techniques

The questionnaire was carefully administered and a total of 200 CRDB bank customers were selected including 4 Branch Managers. For the purpose of making the study more representative and avoid bias, the accidental / convenience sampling technique was applied for CRDB customers residing in Mwanza City as representatives of CRDB bank Customers. Whereby purposive sampling technique was applied for 4 CRDB branch Managers from branches located in Mwanza City.

The sampling was done in such a way that the respondents drawn were cutting across different segments of customers of CRDB Bank. To a greater extent, this was the basis for generalisation of the findings to the large population. Therefore, purposive sampling technique was applied to gather the information from the Branch Managers who were considered to possess valuable information for the study.

3.7 Types and Sources of Data

This study used both primary and secondary data. The primary data was generated by means of well-structured questionnaire instrument. The first section of questionnaire was on the personal data of the responses while the second section sought to ask questions that relates to the subject on the basis of the research objectives.

Secondary data is information that has already been collected and recorded by someone else, usually for other purpose. Therefore the study was conducted to get a
clear knowledge based on information collected from the interviews and questionnaires.

The secondary data for this study was collected from the periodic performance reports, corporate and Business Unit Plans, CRDB Bank budget, Operational and Procedure Manuals, Internal Memos and CRDB Bank website- www.crdbbank.com.

3.8 Data Collection Techniques

Jankowicz (2005) argued that a good method is a systematic way of ordering and moving towards the collection of data and then afterwards different information can be acquired from those data from the analysis.

This study included the use of questionnaire. A questionnaire is particularly useful in research where the target population is huge. It is also an economical way to gauge the responses qualitatively (Saunders et al, 2007). Through a questionnaire it is statistically possible to analyse and generalise the results based on the data analysis.

3.8.1 The Questionnaires

Questionnaires are the main instrument for data collection in this study. The questions have been designed to collect relevant information needed for the research from respondents. The questionnaires with two parts were designed for the purpose of this work. The first part of questionnaire contained questions that were framed in a way to obtain personal information of CRDB bank customers, whereas the second part of questionnaire contained questions that were framed in a way to obtain information on level of customer’s awareness regarding electronic banking specific sim banking and customers’ preference on electronic banking services. In other to elicit the co-operation of the respondents and make feel comfortable without suspicious of the researcher’s intention, it was categorically stated in the opening letter to the questionnaire that every information furnished by the respondents for the research, would be used for the research purpose and such information would treated as strictly as confidential.
3.8.2 Interview

This method was used to supplement and complement the questionnaire in data collection because it provided the opportunity to explore certain aspects, which could not be covered by the questionnaire and also to be able to ask questions and get replies from those the Branch Managers heading those four branches.

3.8.3 Secondary Sources

The secondary sources for this study provided the information that would not have been obtained anywhere outside the CRDB. These secondary sources included, (1) the Branch Performance Reports, Corporate and Business Unit Plans, CRDB Bank budget, Operational and Procedure Manuals, Internal Memos and CRDB Bank website- www.crdbbank.com

3.9 Data Analysis Techniques

Adam and Kamuzora (2008:186) define data analysis as the computation of certain measures along with searching for patterns of relationship that exist among data groups, thus the process of analysis aims at determining whether our observation support the hypotheses formulated before going into the field to collect the information or reject them. The researcher analysed data by using qualitative and quantitative techniques.

The data, which were collected from questionnaire were analysed using the simple random method. This made the analysis of the data more concise and simple. Also the quantitative data were analysed by using the Statistical Package for Social Sciences (SPSS), excel, and word software.

On the other hand, for continuous variables, descriptive analysis involving computation of means was done to make sure data were valid and reliable. The outputs were presented in tables, figures, charts and text to simplify interpretation and general appraisal of the phenomenon.
CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter provides data analysis and presents research findings. The data which were collected by the researcher were thoroughly analysed. The data analysed in this chapter address the research questions raised in chapter one in order to fulfil the objectives of the study. The purpose of this study was to examine the determinants of sim banking performance, a newly electronic products introduced by CRDB Bank Plc. Hence the impact of the determined determinants on sales performance of sim banking. The findings presented in this chapter were collected through questionnaires filled by 200 respondents who were customers of CRDB Bank Plc residing in Mwanza City.

4.2 Characteristics of Respondents

The respondents involved in this study had a variety of characteristics in terms of sex, age, education level, and occupation. This part therefore provides the findings of the respondents’ characteristic as analysed from the questionnaires.

4.2.1 Respondents by Sex

The findings from table 4.1 indicate that male and female were 140 (70%) and 60 (30%) out of 200 respondents respectively. The analysis indicates that more than half of respondents, 70% were male, while 30% were female.

<table>
<thead>
<tr>
<th>Sex</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>140</td>
<td>70</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2.2 Respondents by Age

The Researcher also examined the age of respondents as presented in table 4.2 which shows the age categories of the respondents. The findings indicate that 39 (19.5%) of
the respondents were below 25 years old, 82 (41%) of the respondents were at the age of 26 and 35 years, whereas 53 (26.5%) of the respondents were at the age of 36 and 45 years while, 20 (10%) of the respondents were at the age of 46 to 55 years and 6 (3%) were above 55 years old. Therefore the findings shows that the majority of the respondents 82 (41%) were between the age of 25 and 35 years while minority, 6 (3%) of respondents were at the age of 55 years and above.

Table 4.2 Respondents Age categories

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 years</td>
<td>39</td>
<td>19.5</td>
</tr>
<tr>
<td>25-35 years</td>
<td>82</td>
<td>41.0</td>
</tr>
<tr>
<td>36-45 years</td>
<td>53</td>
<td>26.5</td>
</tr>
<tr>
<td>46-55 years</td>
<td>20</td>
<td>10.0</td>
</tr>
<tr>
<td>Above 55 years</td>
<td>6</td>
<td>3.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data 2013

4.2.3 Respondents’ Level of Education

The researcher also examined the respondents’ level of education. Therefore respondents were required to indicate their level of education level. The findings from table 4.3 indicate the education level of respondents where 57 (28.5%) of the respondents had University level of education while, 14 (7%) of the respondents had Advanced Diploma level of education. On the other hand 28 (14%) of the respondents had Diploma or Certificate level of education. It was also found that 47 (23.5 %) of the respondents had a Secondary Education level of education while, 54 (27 %) of the respondents had Primary Education level of education. The findings indicate that the majority of respondents had a University and Primary Education level by 57 (28.5%) and 54 (27%) respectively.

Table 4.3 Education Level

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>University level</td>
<td>57</td>
<td>28.5</td>
</tr>
</tbody>
</table>
### Table 4.4 Occupation

<table>
<thead>
<tr>
<th>Occupation category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>Government employed worker</td>
<td>24</td>
<td>12</td>
</tr>
<tr>
<td>Private employed worker</td>
<td>58</td>
<td>29</td>
</tr>
<tr>
<td>Self employed</td>
<td>75</td>
<td>37.5</td>
</tr>
<tr>
<td>Others</td>
<td>15</td>
<td>7.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field data 2013*

**4.2.4 Respondents by Occupation**

Also the researcher was interested with the occupation of the respondents. The findings were as shown in table 4.4 described as follow: Out of 200 respondents, 28 (14%) were students, 24 (12%) were government employed workers, 58 (29%) were the Private Employed workers, while 75 (37.5%) were Self Employed and 15 (7.5) were from others sector not mentioned above.

### Table 4.4 Occupation

<table>
<thead>
<tr>
<th>Occupation category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>Government employed worker</td>
<td>24</td>
<td>12</td>
</tr>
<tr>
<td>Private employed worker</td>
<td>58</td>
<td>29</td>
</tr>
<tr>
<td>Self employed</td>
<td>75</td>
<td>37.5</td>
</tr>
<tr>
<td>Others</td>
<td>15</td>
<td>7.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field data 2013*

**4.3 Customer’s Awareness of Electronic Banking Services**

The first objective of this study was to find out the extent to which customers were aware of electronic banking products and services offered by CRDB. The customer’s awareness was measured by asking a question on the broad concept of the electronic banking itself and sim banking in particular. Respondents were asked whether they were generally aware of electronic banking. The findings in table 4.5 indicate that 152(76%) of the respondents were aware of the electronic banking while only 48(24%) of the respondents were not aware of the electronic banking.

### Table 4.5 General awareness of electronic banking

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
### Table 4.6: Awareness Factors

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>152</td>
<td>76.0%</td>
</tr>
<tr>
<td>No</td>
<td>48</td>
<td>24.0%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Source: Research Data 2013*

#### 4.3.1 Awareness on specific Electronic Banking Products

The respondents’ deeper awareness was also measured by asking respondents to indicate various electronic products are offered by CRDB bank Plc. These products included: Internet banking, Tembo Card, Point of Sales (POS), ATMs, Money transfer, E-statement and Shop on line.

The findings in table 4.6 (Electronic products) indicate the respondents’ awareness of electronic banking. The table provides the statistical findings where the threshold mean of 1.5 was used to determine the respondents’ awareness on every single element of electronic banking.

The findings suggest that generally respondents were not aware of electronic banking by the grand mean of 1.51 which was above the threshold mean of 1.5. However respondents were aware of ATMs services by the mean score of 1.03 followed by Tembo Card with a mean score of 1.07 and Money Transfer with a mean score of 1.44 as indicated in the ranking of mean scores.

It was also noted that respondents were not aware of Electronic statements with a mean of 1.62, followed by Internet banking with a score of 1.71 and Shop Online with a mean score of 1.86 while Point of Sales with a mean score of 1.88 was the most unknown electronic banking service.
Awareness Factors | Response Scale | Number (N) | Mean | Rank |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ATM services</td>
<td>194 6</td>
<td>200</td>
<td>1.03</td>
<td>1</td>
</tr>
<tr>
<td>Tembo Card</td>
<td>184 14</td>
<td>200</td>
<td>1.07</td>
<td>2</td>
</tr>
<tr>
<td>Money Transfer</td>
<td>113 87</td>
<td>200</td>
<td>1.44</td>
<td>3</td>
</tr>
<tr>
<td>Electronic Statements</td>
<td>75 125</td>
<td>200</td>
<td>1.62</td>
<td>4</td>
</tr>
<tr>
<td>Internet Banking</td>
<td>58 142</td>
<td>200</td>
<td>1.71</td>
<td>5</td>
</tr>
<tr>
<td>Shop Online</td>
<td>173 27</td>
<td>200</td>
<td>1.86</td>
<td>6</td>
</tr>
<tr>
<td>Point of Sales</td>
<td>25 175</td>
<td>200</td>
<td>1.88</td>
<td>7</td>
</tr>
<tr>
<td>Grand mean</td>
<td>191 95.5</td>
<td>200</td>
<td>1.51</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field data 2013

4.3.2 Awareness on Sim Banking

Customers’ awareness on electronic banking was also examined by looking at the awareness of sim banking and whether customers’ were aware of sim banking. Respondents were required to indicate their awareness by ticking **YES** or **No**. The research findings as shown in table 4.7 depict that 191 (95.5%) of the respondents indicated that they are aware of the newly electronic banking product (sim banking) offered by CRDB Bank to the public while the only 9 (4.5%) out of 200 respondents are not aware on Sim banking.

<table>
<thead>
<tr>
<th>Table 4.7 Awareness on the Sim Banking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Field data 2013

4.3.3 Awareness on the benefits of using the Sim Banking

The researcher was also interested to know whether the respondents know the benefits of sim banking. Table 4.8 shows that 132 (66%) of respondents knew the benefit of sim banking while 68(34%) they did not know the benefits of sim banking.

<table>
<thead>
<tr>
<th>Table 4.8 Benefit of sim banking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

30
<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>132</td>
<td>66.0</td>
</tr>
<tr>
<td>No</td>
<td>68</td>
<td>34.0</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data 2013

4.4 The impact of Customer’s Preference on the usage of Sim banking

Objective number two was to examine the impact of customers’ preference on the usage of sim banking. This was in quest of the unknown fact that despite the launching of the electronic banking, still the use of sim banking is still very low and therefore leading to low sales in most of CRDB Branches. While behaviour is very wide encompassing so many aspects, this study considered only preference. Therefore the analysis made was meant to examine could preference lead to the use of Sim Banking.

4.4.1 Rate of use of sim banking facility

The researcher examined whether the respondents were used to perform banking transactions by using sim banking. Table 4.9 indicate that generally respondents were not using sim banking facility to perform various banking transactions such as balance enquiry, bank statement review, fund transfer to other accounts, bill payments, air time top up, ATM card less transactions, and M-PESA or Airtel Money transactions.

The findings in table 4.9 indicate the respondents’ rate of use of sim banking. The table provides the statistical findings where the threshold mean of 1.5 was used to determine whether respondents use the available sim banking services.

The findings further suggest that sim banking with all the available services is generally not used by majority of the respondents. The responses for all the services listed had a grand mean score of greater of 1.8 above the threshold mean of 1.5 implying that sim banking products are not used by majority of bank customers. However, respondents seemed at least to use balance enquiry with a mean score of 1.6 while Bill Payment with a mean score of 1.88 was the least used services of all the services available.
Table 4.9 The Rate of Use of SIM banking facility

<table>
<thead>
<tr>
<th>Banking service</th>
<th>Response Scale</th>
<th>Number (N)</th>
<th>Mean</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance enquiry</td>
<td>1</td>
<td>72</td>
<td>128</td>
<td>200</td>
</tr>
<tr>
<td>M-Pesa Transaction/Airtel money</td>
<td>2</td>
<td>56</td>
<td>144</td>
<td>200</td>
</tr>
<tr>
<td>Top up (air time)</td>
<td>1</td>
<td>49</td>
<td>151</td>
<td>200</td>
</tr>
<tr>
<td>Transferring funds to other accounts.</td>
<td>2</td>
<td>49</td>
<td>151</td>
<td>200</td>
</tr>
<tr>
<td>Bank statement view.</td>
<td>2</td>
<td>45</td>
<td>155</td>
<td>200</td>
</tr>
<tr>
<td>ATM card less transaction.</td>
<td>2</td>
<td>31</td>
<td>169</td>
<td>200</td>
</tr>
<tr>
<td>Bill payments</td>
<td>2</td>
<td>31</td>
<td>169</td>
<td>200</td>
</tr>
<tr>
<td><strong>Grand mean</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Field data 2013*

4.4.2 Customer’s Preference in using sim banking facility

The researcher was also interested to know whether the respondents prefer to use sim banking facility to access banking service and to perform various banking transactions. The respondents were required to indicate their preference to use the following services: balance enquiry, bank statement review, fund transfer to other accounts, bill payments, air time top up, ATM card less transactions, and M-PESA or Airtel Money transactions. Research finding in table 4.10 shows that majority of respondents prefers to use sim banking facility to perform or to access the various banking services as mentioned above.

The findings in table 4.10 indicate the respondents’ preference to use Sim banking. The table provides the statistical findings where the threshold mean of 1.5 was used to determine whether respondents prefer to use the available sim banking facility.

The findings further suggest that the majority of the respondents prefer to use Sim banking facility to access banking services. The responses for the factors listed indicate a grand mean score of 1.11 which is less than the threshold mean of 1.5, implying that the majority prefers to use sim banking facility for accessing banking services listed.

All services accessed by Sim banking were preferred by all customers of CRDB bank. However, top up (airtime) was the least preferred service with a mean score of 1.14, while M-pesa/airtel money was the most preferred service with a mean score of 1.1.
Table 4.10 Response of Preference to use sim banking

<table>
<thead>
<tr>
<th>Preference Factor</th>
<th>Response Scale</th>
<th>Number (N)</th>
<th>Mean</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M-pesa /airtel money</td>
<td>183</td>
<td>27</td>
<td>200</td>
<td>1.08</td>
</tr>
<tr>
<td>Check balance</td>
<td>181</td>
<td>19</td>
<td>200</td>
<td>1.1</td>
</tr>
<tr>
<td>Transfer of funds to other accounts</td>
<td>180</td>
<td>20</td>
<td>200</td>
<td>1.1</td>
</tr>
<tr>
<td>Payment of bills</td>
<td>178</td>
<td>22</td>
<td>200</td>
<td>1.11</td>
</tr>
<tr>
<td>Viewing bank statement</td>
<td>175</td>
<td>25</td>
<td>200</td>
<td>1.12</td>
</tr>
<tr>
<td>ATM card less transaction</td>
<td>173</td>
<td>27</td>
<td>200</td>
<td>1.14</td>
</tr>
<tr>
<td>Top up (airtime)</td>
<td>173</td>
<td>27</td>
<td>200</td>
<td>1.14</td>
</tr>
<tr>
<td><strong>Grand Mean</strong></td>
<td></td>
<td></td>
<td></td>
<td>1.11</td>
</tr>
</tbody>
</table>

*Source: Field data 2013*

4.5 The reasons for CRDB low sales of Sim Banking

The third objective of this study was to examine the reasons for CRDB low sales of sim banking despite large number of customers. The focus of the objective was to unveil the puzzle for low sales of sim banking while many efforts have been exerted to the fullest. The analysis was made (1) to ascertain whether brochures had been able to communicate the uniqueness of the sim banking and the clarify the benefits of sim banking (2) to identify the role played by CRDB staff in providing information and support in handling queries of customers (3) to examine whether customers were happy with electronic banking and sim banking and lastly (4) to examine whether security, assurance, risk and fraudulent cases could also be a factor for low sales sim banking.

4.5.1 Poor communication on the uniqueness and clarity of benefits of products

The statement that sim banking/adverts/brochure/ communicate the uniqueness of the product was expressed very differently with mixed kind of opinions. The findings in table 4.11 indicate that 16 (8%) strongly agreed while 37 (18.5%) and 32 (16%) of the respondents were undecided. On the other hand 71 (35%) of the respondents disagreed while 44 (22%) of the respondents strongly disagreed.
The table provides the findings which indicate that the communication through the adverts, brochures, and personal selling for sim banking were not that much unique to attract the customers and make them interested to use sim banking. This was statistically proved by the mean score of 3.45 which was above the threshold mean score of 3.00. The mean score therefore indicates the disagreement that adverts, brochures, and personal selling communicated to customers on how sim banking products are unique.

<table>
<thead>
<tr>
<th>Table 4.11 Response on the uniqueness of the product</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Agree</td>
</tr>
<tr>
<td>Undecided</td>
</tr>
<tr>
<td>Disagree</td>
</tr>
<tr>
<td>Strongly Disagree</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

*Source: Field Data 2013*

On the other hand it was also found that adverts, brochures, and personal selling did not clarify the benefits of sim banking products. The statement that sim banking/adverts/brochure clarify the benefits of sim banking received different opinions from the respondents. The findings in table 4.12 indicate that 18 (9%) of the respondents strongly agreed while 32 (16%) of the respondents agreed and 7 (3.5%) of the respondents were undecided. On the other hand 77 (38.5%) of the respondents disagreed while 66 (33%) of the respondents strongly disagreed.

The findings so far indicate that the adverts, brochures, and personal selling did not clarify clearly the benefits of sim banking. This was statistically proved by the mean score of 3.70 which was above the threshold mean score of 3. The mean score therefore indicated the disagreement on the statement that adverts, brochures, and personal selling clarified the benefits sim banking products. By the fact that the benefits were not clearly clarified, sales could not be upheld. It was therefore noted that people were not using sim banking since they did not know the advantages of sim banking.
Table 4.12  Response on the benefits of sim banking

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>18</td>
<td>9%</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
<td>16%</td>
</tr>
<tr>
<td>Undecided</td>
<td>7</td>
<td>3.5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>77</td>
<td>38.5%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>66</td>
<td>33%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data 2013

4.5.2 Low security and high risk of transactions

Generally there are a number of factors responsible for the existence of the low sales of electronic banking. The literature provides good number of risks that are involved in electronic banking. This includes security risk, transaction risk, and legal risks. Sim banking is among other things coupled with low security and high transaction risks. The respondents were required to agree or disagree on the statement that “I am happy with the electronic banking services offered by CRDB bank because they have high security and are risk free”.

The findings in table 4.13 indicate that 30 (15%) of the respondents strongly agreed while 27 (13.5%) of the respondents agreed and 11 (5.5%) of the respondents were undecided. On the other hand 62 (31%) of the respondents disagreed while 70(35%) of the respondents strongly disagreed.

The findings therefore indicate that the respondents were not happy with electronic banking services provided by CRDB because of high low security and high risks involved in the transactions. This was statistically proved by the mean score of 3.58 which was above the threshold mean score of 3. The mean score therefore indicated the disagreement on the statement “I am happy with the electronic banking services offered by CRDB bank because they have high security and are risk free”. The findings revealed the fact that the customers were not happy with the services offered because
of low security and high risk involved. In this regard, it was low security and high risks were found to have significant impact on sales of sim banking in return.

Table 4.13 Response on security and risk of transactions

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>30</td>
<td>15%</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>13.5%</td>
</tr>
<tr>
<td>Undecided</td>
<td>11</td>
<td>5.5%</td>
</tr>
<tr>
<td>Disagree</td>
<td>62</td>
<td>31%</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>70</td>
<td>35%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Field Data 2013

4.5.3 Lack of Assurance and Reliability

It was pre supposed that when there is no assurance and the service is not reliable, customers will tend to dislike the product. The respondents were required to agree or disagree on the statement that “I am happy with the electronic banking services/products offered by CRDB bank because of assurance and reliability.

The findings in table 4.14 indicate that 32 (16%) of the respondents strongly agreed while 50 (25%) of the respondents agreed and 7 (3.5%) of the respondents were undecided. On the other hand 53 (26.5%) of the respondents disagreed while 58 (29%) of the respondents strongly disagreed.

The findings therefore indicate that the respondents were not happy with electronic banking services provided by CRDB for lack of assurance and reliability. This was statistically proved by the mean score of 3.28 which was above the threshold mean score of 3. The mean score therefore indicated the disagreement on the statement “I am happy with the electronic banking services/products offered by CRDB bank because of assurance and reliability. In this regard, it is convincingly suggesting that non assurance and unreliability of the electronic banking services offered by the bank was one of the reasons for low sales of sim banking.
Table 4.14  Response on Assurance of electronic banking

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>32</td>
<td>16</td>
</tr>
<tr>
<td>Agree</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Undecided</td>
<td>7</td>
<td>3.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>53</td>
<td>26.5</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>58</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Field Data 2013

4.5.4  Fraudulent Events

In examining the reasons for the down turn of sales of sim banking, it was also thought that the prevalence of some fraudulent events could have some negative impacts on the customers’ altitude towards the use of sim banking. It does not matter whether the events took place in CRDB or not. When customers get to hear of such fraudulent events, they tend to develop a natural phobia towards the use of electronic banking. In this case the respondents were required to agree or disagree on the statement that “I am happy with the electronic banking services/products offered by CRDB bank because there are no fraudulent events that are reported by various authority”

The findings in table 4.15 indicate that 28 (14%) of the respondents strongly agreed while 48 (24%) of the respondents agreed and 13 (6.5%) of the respondents were undecided. On the other hand 69 (34.5%) of the respondents disagreed while 42 (21%) of the respondents strongly disagreed.

The findings therefore indicate that the respondents were not happy with electronic banking services provided by CRDB because of some fraudulent events reported by various authorities. This was statistically proved by the mean score of 3.24 which was above the threshold mean score of 3. The mean score therefore indicated the disagreement on the statement “I am happy with the electronic banking services/products offered by CRDB bank because there are no fraudulent events that are
reported by various authority”. In this regard, the respondents expressed their phobia because of the fraud cases reported by various authorities. Such a phobia was therefore found to be another critical reason leading to law sales of sim banking.

### Table 4.15  Response on fraudulent events

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>Agree</td>
<td>48</td>
<td>24</td>
</tr>
<tr>
<td>Undecided</td>
<td>13</td>
<td>6.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>69</td>
<td>34.5</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>42</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field data 2013*

### 4.6  Marketing strategies for sim banking

The last objective of the study was to assess the effectiveness of marketing strategies employed to increase the sales of sim banking. Generally the analysis was made on the quality of sim banking adverts, uniqueness of sim banking, and dissemination of benefits of sim banking to customers.

### Table 4.16 Quality of Sim banking adverts/brochures/personal selling

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>100</td>
<td>50.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>84</td>
<td>42.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>14</td>
<td>7.0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td>100.0</td>
</tr>
</tbody>
</table>

*Source: Field data 2013*

### 4.6.1  Uniqueness of sim banking

Researcher was also interested to examine whether *the uniqueness of sim banking was well communicated to customers*. Research findings in table 4.17 indicates that 14 (7%) strongly disagreed while only 3 (1.5%) strongly disagreed.
Table 4.17 Communication on the uniqueness of the product

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>97</td>
<td>48.5</td>
</tr>
<tr>
<td>Disagree</td>
<td>86</td>
<td>43.0</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>14</td>
<td>7.0</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data 2013

4.6.2 Dissemination of benefits of sim banking to customers

Researcher was also interested to know if the benefit of sim banking were effectively communicated to customers. Research findings in table 4.18 indicate that respondent’s response were as follows. 102 (51%) agreed, 84 (42%) disagreed, 11 (5.5%) strongly agreed, whereas 3 (1.5%) were strongly disagreed.

Table 4.18 Clarity of benefits of sim banking

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>102</td>
<td>51.0</td>
</tr>
<tr>
<td>Disagree</td>
<td>84</td>
<td>42.0</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>11</td>
<td>5.5</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>1.5</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field data 2013

4.6.3 Dissemination of Information on new development

Research findings in table 4.19 indicate the respondents’ responses on the dissemination of information on new development. It was depicted that 48 (24%) agreed, 104 (52%) disagreed, 15 (7.5%) were strongly agreed, whereas 33(16.5%) were strongly disagreed.

Table 4.19 Information on new developments

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>48</td>
<td>24.0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>104</td>
<td>52.0%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>15</td>
<td>7.5%</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>33</td>
<td>16.5%</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: Field data 2013
CHAPTER FIVE
DISCUSSION OF THE FINDINGS

5.1 Introduction

This chapter provides a thoroughly discussion of research findings as presented in chapter four in relation to the stated objectives in chapter one. The finding presented in this chapter address the research questions raised in chapter one in order to fulfil the objectives of the study, hence to enable the creation of valuable remarks and conclusions. The purpose of this study was to examine the determinants of sim banking performance, a newly electronic product introduced by CRDB bank to their customers. The findings presented in this chapter were collected through questionnaires from various 200 customers (respondents) of CRDB Bank plc residing in Mwanza city.

5.2 Respondents’ Profile

The respondents involved in this study had a variety of characteristics in terms of sex, age, education level and occupation of the respondent. Based to this variety of characteristic, the researcher has noted that there are great relationship between this variables and responses.

5.2.1 Respondents by Sex

The Researcher was interested to examine the age of respondents, the research findings indicate that out of 200 respondents male and female were 140 (70%) and 60 (30%) respectively. The analysis indicates that more than half of respondents-70% were male, while 30% were female, implied that majority of bank customers are male and most of female has no access to banking services.

5.2.2 Respondents by Age

The Researcher was also interested to examine the age of respondents as presented in chapter four which shows the age categories of the respondents. The findings indicate that the majority of the respondents were of age ranging from 25 to 45 years old 135 (67%), while the 13% of the respondents were above 46 years old. This implied that majority of bank customers 87% are likely be of age ranging between 18 to 45 years.
5.2.3 Respondents’ Level of Education

The researcher was also interested with education level of respondents. Therefore the respondents were required to indicate their level of education level. This sub-variable seemed to have the impact on the responses of the respondents. For instance, out of 200 respondents, 28.5% of the respondents were University graduates while 27% of the respondents had Primary Education; the highest education level was University graduate while the lowest was Primary Education. The research finding reveals the fair composition of all level of education, implied that education level is not a limiting factors to individual in accessing the electronic banking services or products.

5.2.4 Respondents’ Occupation

Also the researcher was interested to examine the occupation of the respondents. The findings as presented in chapter four had revealed the fair composition of respondents in term of occupation. Out of 200 respondents, 14% were students, 12% were government employed workers, whereas 29% were the Private Employed workers, while 37.5% were Self Employed and 7.5 were from others sector not mentioned above. This implied that the majority of respondents are self-employed person and private employed person which making the 66.5% out of 200 respondents.

5.3 Customer’s Awareness of Electronic Banking Services

The general objective of this study was to find out the extent to which customers are aware of variety of electronic banking products/services offered by CRDB bank to them. The research findings as in chapter four, the customer’s awareness was measured by asking question whereas respondents were required to answer Yes or No, also respondents were required to indicate among variety of electronic services/products that they knew are offered by CRDB bank Plc, which includes Internet banking; Tembocard; POS-Pont of sale transactions; ATM; Money transfer; E-statement and Shop on line.

The research findings indicate that almost all respondents (97.5%) are aware of electronic banking services/products offered by CRDB bank. Therefore, this
information is customers’ product awareness feedback to CRDB bank, means that electronic banking services/products are well communicated to CRDB bank customers.

5.4 Customers’ Awareness of Sim banking

The first objective of this study is to assess the extent to which the customers are aware of Electronic banking specific the sim banking; a newly electronic banking product offered by CRDB Bank. Respondents were asked whether they are aware or not aware and they were required to answer YES or No. The research findings in chapter four depict that 95.5% of the respondents indicated that they are aware of the newly electronic banking service (sim banking) offered by CRDB Bank to the public while the only 4.5% of the respondents were not aware of sim banking. This indicates that despite of poor performance (sales) of sim banking, customers were aware of sim banking; therefore aggressive selling strategies are required to be implemented by CRDB bank to insure success in sales of sim banking. On other hand this is the great challenge to CRDB bank since the research findings shows that the customers are aware of sim banking yet the sales of sim banking is not promising as expected by bank management.

5.4.1 Benefits of using the Sim banking

Again, the researcher was also interested to examine if the respondents knows the benefits of sim banking. The findings show that 66% of respondents knew the benefits of sim banking while 34% of the respondents did not know the benefits of sim banking. Research findings indicate that 95.5% of respondents were aware of sim banking but only 66% of the respondents knew the benefit of using the sim banking. Therefore this is an indication and feedback to CRDB marketing personnel that they are required to review the sim banking marketing and selling strategies in order to address the poor performance as far as sales of sim banking is concerned.
This notion was also supported by one of the Branch Manager had the following to say

“There are many benefits of using sim banking but probably we have not been able to communicate the same to our customers”

The fact sim banking has many benefits is unquestionable. The role of CRDB therefore should be to sustain the promotional campaign raise up the awareness of the benefits of using Sim banking.

5.4.2 Rate of use of sim banking facility

As explained in chapter two, literature review, ‘Overview of application of electronic banking - worldwide’, Internet banking, which is sometimes called online banking, is an outgrowth of PC banking. Internet banking uses the Internet as the delivery channel by which to conduct banking activity, for example, transferring funds, paying bills, viewing checking and savings account balances, paying mortgages, and purchasing financial instruments and certificates of deposit. An Internet banking customer accesses his or her accounts from a browser-software that runs Internet banking programs resident on the bank’s World Wide Web server, not on the user’s PC. (Mishkin et al. 2002)

It is also impossible to use sim banking facility to perform variety of banking transaction such as balance enquiry; bank statement review; fund transfer to other accounts; bill payments; air time top up; ATM card less transactions; and M-PESA or Airtel Money transactions.

For that reasons, the researcher was also interested to establish whether the respondents were used to perform banking transactions by using sim banking. The findings indicate that more than 64 % of the respondents were not using sim banking facility to perform various banking transactions such as balance enquiry; bank statement review; fund transfer to other accounts; bill payments; air time top up; ATM card less transactions; and M-PESA or Airtel Money transactions. This information reveals the true picture and justification of poor performance of sim banking since majority of customers are not using sim banking despite of knowing the benefit of using the same.
The researcher also noted that though respondents indicated their usual habit of doing banking transactions using sim banking, yet the biggest challenge was technophobia. This notion was echoed by some of the interviewees who had the following to say.

*We are trying very hard to promote sim banking to our customers. But the problem with our customers is their tendency to fear technology. Actually technophobia is driving us back very adversely.*

5.5 **Customer’s preference of using sim banking facility**

The researcher was also interested in examine the respondents preference *if they prefer to use the sim banking facility to access banking service or to perform various banking transactions*. The respondents were required to indicate if they prefer to use the sim banking to perform the following: balance enquiry; bank statement review; fund transfer to other accounts; bill payments; air time top up; ATM card less transactions; and M-PESA or Airtel Money transactions. The findings show that more than 86.5% prefer to use sim banking facility to perform or to access the various banking services as mentioned above.

Also this is vital information to CRDB bank for valuable decision making as far as the marketing of sim banking is concerned, sales assurance and product sustainability.

5.6 **Marketing strategies for sim banking**

Another objective of this study was to establish why the sales of sim banking are relatively low compared to expected sales target. For that reasons the researcher posed a question to respondents to establish *if the sim banking adverts/brochures/personal selling were clear and well understood*. The findings indicate that 50% of respondents agreed that the sim banking adverts/brochures/personal selling were clear and well understood, while 42% disagreed, 7% strongly agreed and 1% strongly disagreed.

Based on this findings, 42 % of respondents disagreed that, the sim banking adverts/brochures/personal selling were clear and well understood, implied that there is a need of CRDB bank to review their current marketing strategies in order to address the observation noted.
Dissemination of benefits of sim banking to customers

In chapter one of this study especially the background of the study, the benefits of sim banking are as listed hereunder: Access your accounts anywhere anytime; Transfer funds to your loved ones without hassle; Pay your bills at your convenience; Pay business partners and suppliers without stress; Do your transactions round the clock; Save yourself the hassles of having to visit the Bank every time; Maximize the use of your mobile phone and Enjoy CRDB Bank innovation. (www.crdbbank.com)

On other hand, in the statement of problem part, researcher revealed that, ‘In early February 2012, CRDB Bank decided to introduce new electronic banking service to enable their customers to enjoy the variety of benefits as mentioned above in chapter five.

For that reason, researcher was also interested to know if the benefit of sim banking were effectively communicated to customers. The findings indicate that 51% of the respondents agreed that the benefits of sim banking were effectively communicated to customers, whereas 42% disagreed, on other hand 5.5% strongly agreed, while 1.5% strongly disagreed. Based on these research findings it’s obvious that benefits of sim banking are not well communicated to CRDB customers. Hence CRDB bank is required to review the existing marketing strategies to ensure anomalies noted are properly addressed.

Also the research findings as presented in chapter four indicates that 52 % of the respondents disagreed that, ‘the bank marketing personnel/ staff keeps in touch with its customers by providing them with information on new developments’. This is challenge to CRDB bank as improvements are highly needed to ensure customers are well informed of any new developments.
CHAPTER SIX
SUMMARY, CONCLUSIONS AND POLICY IMPLICATIONS

6.1 Introduction
This chapter presents the summary, conclusion and policy implementation of the study on the determinants of sim banking performance, a newly electronic product introduced by CRDB Bank Plc, a case study of CRDB Bank Plc branches in Mwanza City. The chapter ends by giving out the recommendations to stockholders based on research findings for further study and valuable decision making.

6.2 Summary
The general objective of this study was to examine the determinants of sim banking performance, a newly electronic product offered by CRDB Bank Plc.

This researcher was guided by four specific objectives developed from the general objectives as listed hereunder.

- To assess the extent to which the customers are aware of electronic banking
- To assess the impact of sim banking preference on the use of sim banking
- To examine the reasons for CRDB low sales of sim banking despite large number of customers.
- To assess the effectiveness of marketing strategies employed to increase the sales of sim banking.

In order to be conversant with the above mentioned reaserch objectives, the variety of theoretical and empirical literatures regarding the electronic banking worldwide were reviewed. Through theoretical review, the researcher was able to be conversant with various electronic products and services offered by banks and financial institutions worldwide including CRDB bank Plc to the customers, as well as the variety of benefits of using the electronic banking facilities to perform the banking transactions. Different concepts in relations to the electronic banking were well defined including: Internet banking; Mobile banking; Sim banking; Tembocard; ATM – Automated Teller Machine; POS – Pont of Sales; Money Tansfer and Shop on line
Also the various number of literature were reviewed by researcher in order to be conversant with the historical background of electronic banking worldwide and various benefits/advantages of electronic banking which includes but not limited to the following:

✔ The operating cost per unit services is lower for the bank and customer
✔ It offers convenience to customers as they are not required to go to the bank’s premises.
✔ There is very low incidence of errors
✔ The customer can obtain funds at any time from ATM , card less transaction
✔ The tembocards/electronic bank cards enables the Customers to obtain discounts from retail outlets and POS
✔ The customer can easily transfer the funds from one place to another place electronically.
✔ Banking from home, You can make transfers and other changes while the bank is closed
✔ You can download a file that holds your account information to easily reconcile your statement.
✔ It is easy to view recent transactions and monitor your account

This study adopted case study design whereby the study was carried out as a case study of CRDB Customers residing in Mwanza city. A total of 200 respondents were selected using accidental (convenience) sampling technique among the numerous number of walk in customers of CRDB bank from branches located in Mwanza City namely Mwanza, Nyerere, Nyanza and Bugando. Whereas the respective branch Managers were interviewed by researcher as representatives of CRDB Bank Management.
Data collection tools included; questionnaires, interview and documentary review. The data collected were analyzed quantitatively and qualitatively and they were presented using tables of summary of frequencies and percentage, whereas others were presented in form of bar charts.

The results of this study provide valued information for CRDB Bank Management as product owner of sim banking, Academicians and any other interested stakeholders.

6.2.1 Customer’s awareness on Electronic Banking Services

The first objective of this study is to assess the extent to which the customers are aware of Electronic banking, specific the sim banking a newly electronic banking services offered by CRDB Bank. The research findings depict that 95.5% of the respondents indicated that they are aware of the newly electronic banking service (sim banking) offered by CRBD Bank to the public while the only 4.5% out of 200 respondents were not aware of sim banking. On other hand this is the great challenge to CRDB bank as why research findings shows that the customers are aware of sim banking yet the sales of sim banking is not promising as expected by bank management.

The research findings show that 66% of respondents knew the benefit of sim banking while 34% they don’t know the benefits of sim banking. However in chapter four, research findings indicate that 95.5% of respondents were aware of sim banking but only 66% of the respondent they knew the benefit of using the sim banking. Therefore CRDB Marketing Personnel are required to review the sim banking marketing and selling strategies in order to address the poor performance as far as sales of sim banking is concerned.

The researcher examined whether the respondents are used to perform banking transactions by using sim banking. The research findings indicate that more than 64 % of the respondents are not using sim banking facility to perform various banking transactions. This information reveals the true picture and justification of poor performance of sim banking since majority of customers are not using sim banking despite of knowing the benefit of using the same.
The researcher also examined the respondents’ preference if they prefer to use sim banking facility to access banking service and to perform various banking transactions. Research findings suggest that more than 86.5% prefer to use sim banking facility to perform or to access the various banking services as mentioned in chapter 6.1 mentioned above. Also this is vital information to CRDB bank for valuable decision making as far as the marketing of sim banking is concerned, sales assurance and product sustainability.

### 6.2.2 The impact of Customer’s Preference on the use of Sim banking

This study has quenched the thirst of the unknown fact that despite the launching of the electronic banking, still the use of sim banking is still very low and therefore leading to low sales in most of CRBD Branches. There are many aspects that constitute customer buying decision but this study embraced only preference. Therefore the examination was made on how preference could lead to the use of Sim Banking.

It was generally found that respondents were not using sim banking facility to perform various banking transactions such as balance enquiry, bank statement review, fund transfer to other accounts, bill payments, air time top up, ATM card less transactions, and M-PESA or Airtel Money transactions.

The findings provide the statistical findings where the threshold mean of 1.5 was used to determine whether respondents use the available sim banking services. The findings further suggest that sim banking with all the available services is generally not used by majority of the respondents. The responses for all the services listed had a grand mean score of greater of 1.8 which was above the threshold mean of 1.5 implying that sim banking products are not used by majority of bank customers. However, respondents seemed at least to use balance enquiry with a mean score of 1.6 while Bill Payment with a mean score of 1.88 was the least used services of all the services available.

The findings further suggested that the majority of the respondents prefer to use Sim banking facility to access banking services. The responses for the factors listed indicate a grand mean score of 1.11 which is less than the threshold mean of 1.5, implying that the majority prefers to use sim banking facility for accessing banking services listed.
All services accessed by Sim banking were preferred by all customers of CRDB bank. However, top up (airtime) was the least preferred service with a mean score of 1.14, while M-pesa/airtel money was the most preferred service with a mean score of 1.1.

6.2.3 The reasons for CRDB low sales of Sim Banking

The third objective was to examine the reasons for CRDB low sales of sim banking despite large number of customers. The study focused on explaining why there are low sales of sim banking while many efforts have been exerted to the fullest.

The analysis was made (1) to ascertain whether brochures had been able to communicate the uniqueness of the sim banking and the clarify the benefits of sim banking (2) to examine whether customers were happy with electronic banking and sim banking and lastly (3) to examine whether security, assurance, risk and fraudulent cases could also be a factor for low sales sim banking.

Generally the findings suggest that communication through the adverts, brochures, and personal selling for sim banking were not that much unique to attract the customers and make them interested to use sim banking. This was statistically proved by the mean score of 3.45 which was above the threshold mean score of 3.00. The mean score therefore indicates the disagreement that adverts, brochures, and personal selling communicated to customers on how sim banking products are unique.

The findings also signalled the fact that the adverts, brochures, and personal selling did not clarify clearly the benefits of sim banking. This was statistically proved by the mean score of 3.70 indicating the disagreement with the notion of the statement from the threshold mean of 3. The mean score therefore indicated the disagreement on the statement that adverts, brochures, and personal selling clarified the benefits sim banking products. By the fact that the benefits were not clearly clarified, sales could not be increased.

In addition the study revealed the fact the low security and high risk of transaction was a factor for low sales of sim banking. The literatures provide a very clear perspective about risk that can encounter electronic banking. This includes security risk,
transaction risk, and legal risks. Sim banking is therefore among other things coupled with low security and high transaction risks.

The findings from the study indicated that the respondents were not happy with electronic banking services provided by CRDB because of high low security and high risks involved in the transactions. This was statistically proved by the mean score of 3.58 which was above the threshold mean score of 3.

On the other hand lack of assurance and reliability was also noted to be the factor leading to low sales of sim banking. As it was pre supposed that when there is no assurance and the service is not reliable, customers will tend to dislike the product. The findings proved the presupposition that was held for analysis. The findings indicated that the respondents were not happy with electronic banking services provided by CRDB for lack of assurance and reliability. This was statistically proved by the mean score of 3.28 which was above the threshold mean score of 3.

In examining the reasons for the down turn of sales of sim banking, it was also thought that the prevalence of some fraudulent events could have some negative impacts on the customers’ altitude towards the use of sim banking. It does not matter whether the events took place in CRDB or not. Generally it was found that customers had a natural phobia especially when they hear about fraudulent events whether reported or not reported.

The findings provide the statistical proof by the mean score of 3.24 which was above the threshold mean score of 3. In this regard, the respondents expressed their phobia because of the fraud cases reported by various authorities. Such a phobia was therefore found to be another critical reason leading to low sales of sim banking.

### 6.2.4 Marketing strategies for sim banking

The last objective in this study aimed at examining how effective the marketing strategies were. The research findings in this case provide an obvious position that the benefits of sim banking are not well communicated to CRDB customers. Hence CRDB bank is required to review the existing marketing strategies to ensure anomalies noted are properly addressed.
Generally the research findings also indicated that the majority (50%) of respondents were of the opinion that the quality of sim banking adverts, brochures and personal selling had a good quality. It was also noted that 48.5% claimed sim banking product were unique and it was well communicated.

6.3 Conclusion

Due to rapidly change of technologies worldwide, the banking industry is no longer offering banking services and products in traditional way of banking rather, banks are now using the modern technologies in offering services to their esteemed customers. Also due to innovation of various bank products the traditional products are no longer in the market.

Electronic banking systems offer a multitude of advantages over traditional, physical banks. They provide a convenient, reliable and safe method of online transactions, allowing customers to access their financial records from anywhere in the world at any time. Electronic banking saves time, costs and allows information to be processed quicker than at standard brick-and-mortar banks.

A study on the determinants of sim banking performance, a newly electronic banking product offered by CRDB Bank Plc, a case study of CRDB Bank Plc branches located in Mwanza city has come up with a numerous number significant contribution and valuable information to researchers, academicians, CRDB bank and other stakeholders.

Also this study has come up with insight information to CRDB Bank Plc concerning the electronic banking products specifically sim banking. The research findings reveals that a good number of respondents (97.5%) are aware of electronic banking products offered by CRDB bank including sim banking (95.5%) as well as the variety of benefits/advantages of using electronic banking facilities to access the banking service.

On other hand the research finding has revealed that 95.5% of the respondents were aware of the sim banking (a newly electronic banking product of CRDB). However research finding indicate that majority of the respondents are not using sim banking facility, whereas the finding show that majority of respondents prefer to use sim banking facility, also the findings indicates that 50% of respondents agreed that the sim
banking adverts/brochures/personal selling clear and well understood, while 42% disagreed, whereas 48.5% agreed that the uniqueness of sim banking product were well communicated to customers while 43% disagreed. These kinds of information are beneficial to CRDB bank - research and development personnel for valuable decision making especial in reviewing the existing marketing strategies for excelling of sim banking product.

Therefore this study has come up with valuable and crucial information to CRBD bank Plc, researchers, academicians and other numerous numbers of stakeholders. Also the study has explored the insight information of electronic banking products/services including the available products/services worldwide and variety of benefits or advantages of using the same to access variety of banking services and transactions.

Also the research findings and information drawn from this study will enable the CRDB bank Plc to review the existing marketing strategies in place for sim banking product since the same are not performing well as expected by the bank.

6.4 Policy Implications and Recommendations

This study has come up with policy recommendations which would be useful to CRDB bank Plc Management, the CRDB Bank research and development personnel and other stakeholders as far as the electronic banking are concerned.

In early February 2012, CRDB Bank decided to introduce new electronic banking service to enable their customers to enjoy the variety of benefits such as, Access your accounts anywhere anytime; Transfer funds to your loved ones without hassles; Pay your bills at your convenience; Pay business partners and suppliers without stress; Do your transactions round the clock; Save yourself the hassle of having to visit the Bank every time; Maximize the use of your mobile phone; Enjoy CRBD Bank innovation.

As discussed in chapter four of this study, research findings revealed that the customers are well aware of the electronic banking products/services offered by CRDB bank Plc including the sim banking. Also customers are also aware of variety of benefits and advantages of using electronic banking products including sim banking
and research finding revealed that customers are willing/preferred to use the same, yet the sim banking are not excelling as expected by the CRDB bank Management.

Based to the research findings, it is therefore recommended to CRDB bank Plc to review their marketing strategies in place to ensure all newly products are closed monitored regularly since the research findings revealed that the benefits of the new product were not well communicated to customers hence leads to poor performance of sim banking.

It is also recommended to CRDB bank research and development personnel to focus on customers segmentation based on age, sex and occupation of the esteemed prospective customers.

Also it was revealed that, in Laws of Tanzania we do not have the laid down procedure of prosecuting criminal offence related to electronic financial transactions (cyber-crime). It is therefore recommended to Government/lawmakers to ensure cyber-crime law are in forced as soon as possible.

It is also recommended to the banks and financial institutions to promote electronic banking products since due to rapidly change of technologies worldwide, the banking industry is no longer offering banking services and products in traditional way of banking rather, banks are now using the modern technologies in offering services to their esteemed customers.
REFERENCES

Thodenius, Björn and Batiz-Lazo, Bernardo and Karlsson, Tobias (2010): The history of the Swedish ATM


Antonella De Angeli, Uday Athavankar, Anirudha Joshi, Lynne Coventry, Graham I. Johnson: Introducing ATMs in India: a contextual inquiry

Luther Simjian's ATM, Massachusetts Institute of Technology, MIT School of Engineering, http//web.mit.edu/engineering

Daniel Singer, Professor of Finance

Towson University: The Evolution of Online Banking Towson, Maryland USA

Nwabisa Matoti (nwabisam@banking.org.za), November 2012


Professor Roger Vaughan (2008), Conceptual framework, Bournemouth University, May 29th 2008


Networking Applications and Policy, Vol. 7, No.2, pp. 120-128 Interdisciplinary journal of contemporary research in business, Institute of interdisciplinary business research 3 3 June 2012 vol 4, no 2

TBA Newsletter Sept 2008-Tanzania Bankers Association
http://www.tanzaniabankers.org


Business Dictionary http://www.businessdictionary.com
Appendix III

QUESTIONNAIRE FOR CRDB BANK CUSTOMERS

Introduction

The purpose of these questionnaires is to gather information and data for academic research. The study is an academic requirement (dissertation) for the award of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University. The study is about the determinants of sim banking performance, a newly electronic banking product recently launched by CRDB Bank Plc. The information obtained will be used for academic purposes only and will be treated with high integrity and confidentiality.

The researcher will highly appreciate your inputs and always regard you as one among many who made this research successful. Please assist by completing the questionnaire.

Part I: Personal details

i. Sex: Male ( ) Female ( )

ii. Age:
   a) Below 25 years ( )
   b) 25-35 years ( )
   c) 36-45 years ( )
   d) 46-55 years ( )
   e) Above 55 years ( )

iii. Education level
   a) University level ( )
b) Advanced diploma level (  )

c) Diploma/certificate level (  )

d) Secondary level (  )

e) Primary level (  )

iv. Occupation:

   a) Student (  )
   b) Government employed worker (  )
   c) Private employed workers (  )
   d) Self-employed (  )
   e) Others (  )

**Part II: Electronic banking - product/service assessment**

2. Are you aware of electronic services/products offered by CRDB BANK PLC?

   YES (  ) NO (  )

3. Indicate/tick type of products/services do you know offered by CRDB bank plc

   a) Internet banking (  )
   b) Tembo card (  )
   c) POS-Pont of sale transactions (  )
   d) ATM (  )
   e) Money transfer (  )
   f) E-statement (  )
   g) Shop on line (  )

4. Are you aware of the sim banking (newly electronic banking product of CRDB Bank Plc?

   YES (  ) NO (  )

5. Do you know the benefit of using sim banking?
6. Indicate/tick the various services you used to perform through sim banking facility

   a) Balance enquiry (    )
   b) Bank statement view (    )
   c) Transfer fund to other accounts (    )
   d) Bill payment (    )
   e) Top up (air time) (    )
   f) ATM card less transaction (    )
   g) M-pesa transaction/Airtel money (    )

7. Indicate/tick the various services you will prefer to perform through sim banking facility

   a) Balance enquiry (    )
   b) Bank statement view (    )
   c) Transfer fund to other accounts (    )
   d) Bill payment (    )
   e) Top up (air time) (    )
   f) ATM card less transaction (    )
   g) M-pesa transaction/Airtel money (    )

8. Sim banking adverts/brochures/personal selling communicate the uniqueness of the product

   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree

9. Sim banking adverts/brochures/personal selling clarify the benefits of the product

   a) Strongly Agree
   b) Agree
10. The bank marketing personnel/staff keeps in touch with customers by providing them with information on new developments
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree

11. The staff are helpful and supportive in handling queries
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree

12. I am happy with the electronic banking service/product offered by CRDB bank plc
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree

13. I am happy with the sim banking services offered by CRDB bank plc
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree
14. I am happy with the electronic banking services/product offered by CRDB bank plc
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree

15. I am happy with the electronic banking services/products offered by CRDB bank because of its high security and low risk of transaction
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree

16. I am happy with the electronic banking services/products offered by CRDB bank because of assurance and reliability
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree

17. I am happy with the electronic banking services/products offered by CRDB bank because there are no fraudulent events that are reported by various authority
   a) Strongly Agree
   b) Agree
   c) Undecided
   d) Disagree
   e) Strongly disagree
THANK YOU FOR TAKING THE TIME TO RESPOND TO THIS QUESTIONNAIRE