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DIGITAL DISRUPTION AND OPERATIONAL PERFORMANCE OF COMMERCIAL BANKS IN ANAMBRA STATE, NIGERIA.

Anekwe Rita Ifeoma[1]
ri.anekwe@unizike.edu.ng

Aniekwe Amaka Gabriella[2]

Akaegbobi Grace Nwanonigwe[3]

[1-3] **Department of Business Administration, Faculty of Management Sciences, Nnamdi Azikiwe University, Awka**

Abstract

The study investigated the relationship that exists between digital disruption and operational performance of commercial banks in Anambra State, Nigeria. The specific objectives were to examine the relationship that exists between mobile money transfer and customer service quality of commercial banks in Anambra State, to ascertain the relationship between point of sale and employee satisfaction of commercial banks in Anambra State. The study adopted descriptive survey research design and data were collected from respondents with the aid of a structured questionnaire. The population of the study was 6,268 staff of commercial banks in Nnewi, Onitsha and Awka of which 376 was the sample size derived from Taro Yamane Technique. Personal data were analyzed using descriptive statistics of frequency table and percentages. Arithmetic mean was used to analyze respondents 'responses and hypotheses were tested with Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences

(SPSS, version 27). Hypothesis one revealed that mobile money transfer had a significant positive relationship with customer satisfaction of commercial banks in Anambra State. Hypothesis two indicated that there is a positive significant relationship between point of sale and employee satisfaction of commercial banks in Anambra State The study concluded that digital disruption has a statistically significant positive relationship with operational performance of commercial banks in Anambra State, Nigeria. The study recommended that commercial banks in Anambra State need to enhance their mobile money transfer services to improve customer experience.

Keywords: Digital Disruption, Operational Performance, Mobile Money Transfer, Customer Service, Point of Sale.

INTRODUCTION

The advent of digital technologies has unleashed a maelstrom of disruptive forces that are revolutionizing the very fabric of industries worldwide, leaving an indelible mark on traditional business models, operational paradigms, and customer expectations (Westerman, 2021). Digital disruption, as it has come to be known, is a phenomenon that is characterized by the rapid proliferation of innovative technologies, such as artificial intelligence, blockchain, cloud computing, and mobile payments, which are converging to create new ecosystems, redefine value propositions, and reshape the competitive landscape (McConnell, 2019). This seismic shift is compelling organizations to reexamine their existing operational frameworks, product offerings, and service delivery channels to remain relevant, agile, and responsive to the evolving needs of their customers (Mirzagayeva & Aslanov, 2022).

Operational performance, a critical determinant of an organization's success, is a construct that covers various dimensions, including efficiency, effectiveness, productivity, quality, and innovation (Matt, Hess & Benlian, 2019). In today's fast-paced and hyper-competitive environment, commercial banks are under intense pressure to optimize their operational performance to achieve sustainable growth, improve customer satisfaction, and maintain a

competitive edge (Vial, 2019). This necessitates a relentless focus on streamlining processes, leveraging technology, and fostering a culture of innovation and continuous improvement (Kretschmer & Khashabi, 2020). However, the pursuit of operational excellence is fraught with challenges, including legacy systems, regulatory requirements, and the need to balance short-term goals with long-term strategic objectives (Butt, Imran, Kantola & Helo, 2021).

The intersection of digital disruption and operational performance in commercial banks in Anambra State, Nigeria, is a critical area of investigation, given the observed challenges and inefficiencies that pervade the sector. Despite the potential of digital technologies to transform banking operations, improve customer experiences, and drive growth, many commercial banks in the region are struggling to harness these benefits. Issues such as inadequate technology infrastructure, limited digital literacy, and resistance to change are hindering the adoption of digital solutions, while operational inefficiencies, such as manual processes, long transaction times, and high error rates, continue to undermine performance. A comprehensive examination of these dynamics is essential to identify the key challenges, opportunities, and strategies that can inform the development of effective solutions to enhance operational performance and competitiveness in the sector.

Objectives of the Study

The study is to examine the relationship that exists between Digital Disruption and Operational Performance of Commercial Banks in Anambra State, Nigeria. But specifically seeks to:

1. Examine the relationship that exists between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State.
2. Ascertain the relationship between Point of Sale (POS) and Employee Satisfaction of commercial banks in Anambra State.

Research Hypotheses

The researcher formulated the following null hypotheses which were tested in the study:

Ho: There is no significant relationship between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State.

Ho: POS has no significant correlation with Employee Satisfaction of commercial banks in Anambra State.

REVIEW OF RELATED LITERATURE

Conceptual Clarifications

Digital Disruption

The term disruption has several connotations which have clouded understanding and development. Disruption refers to a very specific process that explains how entrants can successfully compete with incumbents (Vial, 2019). In common parlance, however, the verb disrupt has slightly different meaning to prevent something especially a system, process or even from contributing as usual or as expected, to break apart, to throw into disorder or interrupt the normal course or unity; for example, an industry with new technology (Westerman, 2021). Digital disruption is the change that occurs when new digital technologies and business model affect the value proposition of existing goods and services with mobile phone, we now have an expectation for enterprise to deliver multi-channel solution. It is agreed that digital disruption may shake "the core of every industry" and induce "short fuse, big bang" situation capable of threatening entire sectors (McConnell, 2019). Given the major potential risks and rewards, several authors have suggested that abilities to either instigate digital disruption and induce systematic change or exploit accompanying changes in core conditions are crucial for successful firm in the age of digitalization (Bughin, 2017).

Digital disruption is generally perceived from the perspective of firms that are heavily invested in old conditions and who's typical; or planned course of development is

interrupted. As the proliferation of certain digital processes are artefacts leads to change in established industry structures, established firms face server pressure to respond. Such responses can prompt fundamental change to operations of the technologies that support legacy business models. (Rauch, 2016). When firms face the threat of digital disruption there is often an acute need to react due to the rapidity and systemic nature of environmental change along with diminishing business result. However, it is generally difficult to change historically successful firm structures that have emerged from adaptation to previously prevalent environmental conditions. Digital technologies have indeed redefined how people live, and technology is changing traditional industry structures and reinterpreting what it means to be a customer and a citizen (Butt, Imran, Kantola, Jussi, and Petri, 2021).

Mobile Money Transfer

Mobile money transfer is a popular and most preferable way of sending and receiving money in Africa since most of the continents‟ population are ruler dwellers or uneducated. Mobile money transfer as the title states is the process of using mobile telephone applications to do actual banking. This involves depositing, withdrawing and saving money in one's account. This type of service also allows users to be able to purchase and sell goods and services in different kinds of business settings (John, 2020). Mobile Money Transfer is the process of sending and receiving money using a mobile device, typically a smartphone or feature phone. It allows users to securely transfer funds to individuals or businesses locally or internationally, often bypassing the need for traditional banking systems. This technology leverages mobile networks and digital wallets to facilitate transactions, providing a convenient and accessible way for individuals to manage their finances and participate in the formal economy (Feig, 2017). Mobile Money Transfer is a financial service that enables individuals to transfer money electronically using mobile devices. It involves linking a user's mobile phone number to a mobile money account, which can be funded through various means such as cash deposits, bank transfers, or credit

card payments. Once the account is funded, users can initiate money transfers to other individuals or merchants by simply entering the recipient's mobile number and the desired amount. The transfer is done instantly, ensuring quick and secure transactions, even for those without access to traditional banking services. The main idea behind the emergence of using technology to facilitate money transfers via mobile phones was to create financial awareness to the poorer populations in developing countries, who either had no access to formal banks or could not afford to have a bank account due to expensive rates levied by the banks (Terrence, 2018).

Point of Sale

"Point of Sale (POS)" or "Point of Purchase (POP)" refers to the location and time where a retail transaction is completed (Wilson, and Liu, 2019). The POS terminal is also known as a POP terminal and is used for instant payment of goods and services, as it is user-friendly, easy to operate, and has multi-functional capabilities (Kasavana, 2020). POS terminals allow customers to access their linked bank accounts in real-time through debit or credit cards. They are considered as a virtual replacement for cash transactions (Seals, 2016). The terminal keeps a record of customer purchases and deposit transactions, allowing customers to check their balance, pay for items, and perform funds transfer transactions without the need for physical cash. In other words, the POS terminal facilitates virtual movement of funds to support merchants in monitoring their customers' transactions (Mbaabu, 2020). A POS terminal is a device deployed in a merchant location that allows users to swipe their electronic cards to make payments instead of using physical cash (Solomon, 2016).

The adoption of POS terminals has significantly reduced the volume of cash-based transactions, as such adoption of POS technology allows cardholders to make payments at sales or purchase outlets without the need for physical cash (Osang, 2017). The terminal

offers many advantages, including ease of payments, convenience, and security (Morufu, 2016). Customers who use POS terminals are pre-issued with electronic cards called electronic purses. These cards can be inserted into the electronic equipment to make payments because the POS terminals function similarly to ATMs (Westerman, 2021).

Operational Performance

Improving performance is the substantial goal of all enterprise and therefore factors related to improvement of performance have become core issues in management research. Enterprises are committed to growth to ensure survival performance is the evaluation of an enterprise's operations. Good operational performance is the foundation of the enterprise survival and development (John, 2020). Digital disruption can improve the operational performance of the organization suggested that improved used of digital tools improves customers engagements and development of product service system (Ivan & Cary, 2019). Operational performance refers to the measurement and evaluation of an organization's ability to achieve its goals and objectives efficiently and effectively in various operational areas. It encompasses the quantitative and qualitative assessment of an organization's performance in terms of productivity, quality, customer satisfaction, cost management, compliance, innovation, and overall operational excellence. Operational performance is a comprehensive evaluation of the operational processes, systems, and practices employed by an organization to accomplish its core functions. It involves analyzing and managing key performance indicators (KPIs) that provide insight into the organization's ability to deliver products or services in a timely, cost-effective, and customer-centric manner (Winston, Charles & David, 2021).

Operational performance is the effectiveness and efficiency of a company's day to day operations to achieve its goals and objectives (kelseymt, 2019). Performance measurement system was developed as a means of monitoring and maintaining organizational control which is the process the ensuring that an organization aims at strategies that lead to the

achievement of its overall goals and objectives (Smith, Hardy & Arkin, 2019). Operational performance is important to ensuring a business can deliver high quality products or services to its customers. Optimizing its internal process can improve product quality, reduce defect, and enhance customer's satisfaction. This can lead to increased customers loyalty and repeat business which can be critical to the long-term success of a business. Operational performance is also important for maintaining a competitive advantage (Tangian, 2017).

Customer Service Quality

Customer service quality is the extent to which a company's support team provides helpful and courteous interactions with customers, addressing their needs and resolving issues efficiently. It's the ability of a business to deliver personalized attention, empathizing with customers' concerns and exceeding their expectations (Dawes, Stocchi & Olmo-Riley, 2020). Customer service quality is also about being responsive, proactive, and transparent in communication, ensuring customers feel valued and supported throughout their journey. It's the capacity to empower customers with knowledge and solutions, fostering loyalty and trust. It is also about creating a seamless experience, streamlining processes and minimizing friction, allowing customers to effortlessly achieve their goals (Biswas, 2022). Customer service quality is the measure of how well a company's customer-facing staff understands and meets the needs of its customers, providing tailored solutions and support. It's the art of listening actively, asking insightful questions, and providing clear and concise answers, ensuring customers feel heard and understood (Coelho, and Esteves, 2017). Westbrook (2018) states that customer service quality is also about being adaptable, resilient, and patient, handling difficult situations with poise and professionalism. It's the ability to surprise and delight customers with unexpected acts of kindness and generosity, creating memorable experiences. Customer service quality is also about continuously improving and innovating, staying ahead of customer expectations and industry trends.

John (2020) pointed out that customer service quality is the degree to which a company's customer service team consistently delivers on its promises, meeting customer expectations and building trust. It's the science of designing and delivering personalized experiences, leveraging data and insights to anticipate customer needs.

Employee Satisfaction

Employee satisfaction refers to the level of contentment, fulfillment, and happiness experienced by employees within an organization. It is a multidimensional construct that encompasses various aspects of the employee's working environment, including their job, work conditions, workplace relationships, organizational culture, compensation, and opportunities for growth and development. Employee satisfaction reflects the extent to which employees feel valued, appreciated, and engaged in their work, leading to a positive emotional and psychological state (Chiller, 2021). Employee satisfaction is characterized by a sense of job satisfaction, which refers to an individual's overall assessment of their job and the degree to which it meets their personal and professional needs. Job satisfaction is influenced by elements such as the nature of the work itself, the level of autonomy and decision-making authority, the opportunities for skill utilization and development, and the perceived fairness of rewards and recognition (Mansfield, 2021). Beyond job satisfaction, employee satisfaction also includes broader factors related to the work environment. This includes the quality of relationships with supervisors, colleagues, and subordinates, as well as the extent to which employees feel supported, respected, and valued by their co-workers and superiors. Organizational culture plays a significant role in driving employee satisfaction, as a positive work environment that promotes open communication, trust, and collaboration fosters higher levels of satisfaction (Carbaugh, 2016).

Theoretical Framework

Disruptive Innovation Theory

This theory was propounded by Christensen Clayton in 1995. Chrsitensen describes innovation as a proves through which a product or service flourishes at the bottom level of a relatively mature market and then relentlessly moves up the market level displacing established competitors in the process (Hnag and Ru, 2010). This means that a whole new market and value network is created that ends up disrupting an existing market and value network along with established leading firms and alliances. The theory asserts that disruption innovations are produced by entrepreneur and outsider who are not part of existing market leading companies (Corsi and Diminin, 2014). This is because often, the existing business environment does not allow these established markets to pursue these innovations as they first arrive more so because they are not highly profitable at their debut. Moreover, their development requires investment that may end up taking scarce away from sustaining innovations. Christensen also points out that the risk associated with investing in a disruptive innovation is higher than other evolutionary forms of innovation and that the whole process of developing it takes longer too (Corsi & Diminin, 2014). Gan (2016) criticizes the theory by arguing that disruption is more of a predictor than a descriptor. The theory of disruptive innovation has been criticized for its circularity, it assumes that disruption actually happens, and then any counter attacks are useless.

Assumptions of Disruptive Innovation Theory by Clayton 1995:

Established companies focus on improving existing products and serving their existing customers. They are usually not concerned with developing new and disruptive technologies. Disruptive innovations often emerge from new entrants or startups that are not initially appealing to existing customers or established companies. These innovations are often simpler, cheaper, and may have lower performance compared to existing offerings. Disruptive innovations target underserved or non-consuming customer segments

that are ignored by established companies. These customers have needs or demands that are not adequately met by existing products or services.

The relevance of Disruptive Innovation Theory to the study is that Disruptive Innovation Theory can help explain how digital technologies and innovations have disrupted traditional banking models. The theory suggests that digital disruptions often start with simpler, niche solutions targeted at underserved customer segments. Over time, these digital innovations improve in performance and gain popularity, challenging established banks' market share. Digital disruption has reshaped customer expectations in the banking industry. Customers are increasingly demanding more convenient, accessible, and personalized banking experiences. Disruptive innovations, such as mobile banking apps, online banking platforms, and digital pa

Empirical Review

Christianah and Olasunkanmi (2024) explored adoption of disruptive technology and academic performance of selected universities in Ogun state, Nigeria. Survey research design was adopted with a total population of 41,239 students attending Covenant University and Olabisi Onabanjo University in Ogun State. A sample size of 400 respondents were selected using the simple random sampling technique. A self-structured questionnaire was used as the instrument of data collection. Both descriptive and inferential methods were used to analyse data. Results from the correlation test utilised in this study being ($r= 0.563$, $p<0.001$) showed that there is a positive impact of the adoption of disruptive technology on students' academic performance. A positive change in the adoption of disruptive technology will lead to a positive change in students' academic performance and vice versa.

Ezeala, Ajuonu and Afolabi (2024) investigated digital disruption and performance of tertiary institutions in Nigeria: A case study of Nnamdi Azikiwe University, Awka. The study generated primary data through online questionnaire administered on a population consisting of all registered students and all academic staff of Nnamdi Azikiwe University, Awka, Nigeria. The researchers employed one sample T-test aided by SPSS to analyze the research data so generated. Findings showed that digital innovations have positive significant effect on the various school activities.

Li (2024) examined digital finance, bank competition shocks and operational efficiency of local commercial banks in western China. This research utilized pertinent theories to examine the impact of digital finance on the operational efficiency of local commercial banks in Western China. A sample of 135 local commercial banks is selected from this region, and their risk-adjusted bank efficiency is measured using the panel stochastic frontier method. Additionally, the level of digital finance development in each province in Western China is assessed through text mining technology. The investigation employed the panel data model to analyze the relationship between digital finance and the operational efficiency of local commercial banks in Western China. The findings indicated a decline in the overall operational efficiency of local commercial banks in Western China due to the impact of digital banking. Furthermore, the escalation of competition within the banking sector has impacted the established traditional market rivalry structure. This has resulted in a noticeable decline in the operational efficiency of local banks in Western China, mainly due to the influence exerted by digital finance.

Zhu and Jin (2023) examined Covid-19, digital transformation of banks, and operational capabilities of commercial banks in China. Through empirical analysis, this study explored the relationship between digital bank transformation and commercial bank operating capabilities and how Covid-19, bank categories, and enterprise life cycles affect the relationship between digital bank transformation and commercial bank operating capabilities. This study selected data from China's commercial banks from 2011 to 2021

and used the regression method of fixed effects to conduct an empirical analysis. The research results showed that the digital transformation of banks has improved the operational capabilities of commercial banks. Further analysis showed that the emergence of COVID-19 has negatively affected their relationship.

Sumarta, Prabowo and Saputro (2022) examined digital banking service in Indonesia: Does it really matter for bank performance? Evidence from Indonesian commercial banks. This paper aimed to empirically investigate whether providing digital banking facilities to customers impacts bank performance. Our study analyses secondary data from 91 commercial banks in Indonesia in 2017-2018 with a total of 182 observations using multiple regression analysis. We found that all commercial banks in Indonesia have engaged themselves in digital banking in 2017-2018, although smaller banks still have limited features. Further, our empirical evidence demonstrated that digital banking positively affects bank performance.

METHODOLOGY

Research Design

This study employed descriptive survey research design because the researcher aimed to accurately capture a snapshot of the current situation of the population, providing a comprehensive and systematic understanding of the phenomenon being investigated.

Population of the Study

The study population involved the 6,268 operational staff and managers of all commercial banks in Onitsha, Nnewi and Awka. These towns represent the three senatorial zones in Anambra State, namely: Anambra North, Anambra South and Anambra Central respectively. This helped in facilitating effective data collection because these are the major cities with large number of commercia banks in Anambra State.

Determination of Sample Size

Taro Yamane technique was used to determine the sample size. The formula and workings are as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where N = population

n = Sample Size

e = 0.05

$$n = \frac{6268}{1+6268(0.05)^2}$$

$$n = \frac{6268}{1+6268(0.0025)}$$

$$n = \frac{6268}{1+15.67}$$

$$n = \frac{6268}{16.67}$$

n = 376

Research Question 1: What is the relationship between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State?

Table 4.1: Mobile Money Transfer

S/N	Items	N	Mean	Remark
1	I like doing banking transactions with my phone because of the ease	363	3.82	Accepted
2	I do recommend people to do mobile banking	363	2.32	Rejected
3	I rarely use traditional banking for my personal transactions	363	3.51	Accepted
4	Banking with my phone has taught me a lot of things I didn't know my phone could do	363	4.02	Accepted

Source: Field Survey, 2024

Table 4.2: Customer Service Quality

S/N	Items	N	Mean	Remark
5	I dislike situation where I am forced to transfer money to robbers	363	4.15	Accepted
6	I am not happy with the low security of phone banking transaction	363	4.55	Accepted
7	I am not pleased with the high fees of mobile banking	363	1.78	Rejected
8	Phone is so easy and less stressful in doing transactions	363	3.86	Accepted

Source: Field Survey, 2024

In table 4.1 and 4.2, all the items were addressing the first research question which is "What is the relationship between mobile money transfer and customer service quality of commercial banks in Anambra State?" From the data analysis, items 1, 3, 4, 5, 6 and 8 obtained a mean rating above the criterion mean of 3.0 and items 2, and 7 obtained a mean rating below the criterion mean of 3.0. The result of the analysis indicated that majority of

the respondents supported that mobile money transfer relates with customer service quality of commercial banks in Anambra State, Nigeria.

Research Question 2: What is the correlation between Point of Sale (POS) and employee satisfaction of commercial banks in Anambra State?

Table 4.3 Point of Sale (POS)

S/N	Items	N	Mean	Remark
9	I frequently visit Point of Sale (POS) than ATM	363	3.67	Accepted
10	I am satisfied with the high speed of service at POS	363	3.05	Accepted
11	I do recommend my family and friends to make transactions at POS terminal I witnessed its transparency	363	4.80	Accepted
12	It is convenient for me to locate the POS terminals almost everywhere	363	2.01	Rejected

Source: Field Survey, 2024

Employee Satisfaction

S/N	Items	N	Mean	Remark
13	I am satisfied with my current role in the bank	363	4.66	Accepted
14	I feel that my skills and talents are utilized effectively in my current role	363	3.09	Accepted
15	I am not satisfied with the benefits and perks offered by the bank	363	2.44	Rejected
16	I am not satisfied with the level of recognition I receive for my work	363	3.59	Accepted

Source: Field Survey, 2024

From table 4.3, all the items were addressing the second research question which is "What is the correlation between Point Of Sale (POS) and employee satisfaction of commercial banks in Anambra State?" From the data analysis, items 9, 10, 11, 13, 14, and 16 obtained a mean rating above the criterion mean of 3.0 and items 12 and 15 obtained a mean rating below the criterion mean of 3.0. The result of the analysis revealed that majority of the respondents supported that Point of Sale correlates with employee satisfaction of commercial banks in Anambra State, Nigeria.

Hypotheses Testing

Decision Rule: Reject the null hypothesis and accept the alternate hypothesis if P-value < 0.05; if otherwise accept the null hypothesis.

Hypothesis One

Ho: There is no significant relationship between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State.

Ha: There is a significant relationship between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State.

Table 4.4: Correlation between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State

		Mobile Money Transfer	Customer Service Quality
Mobile Money Transfer	Pearson correlation	1	874**
	Sig. (2-tailed)		.000
	N	363	363
Customer Service Quality	Pearson correlation	.874**	1
	Sig. (2-tailed)	.000	
	N	363	363

Source: SPSS version 27 Outputs.

Result Summary

Table 4.5 shows that there is a significant positive relationship between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State with r = 0.874 n = 363 and p value of 0.000 ($p<0.05$). Therefore, we accept the alternate hypothesis and conclude that there is a significant positive relationship between Mobile Money Transfer and Customer Service Quality of commercial banks in Anambra State, Nigeria. This means that as the usage of mobile money transfer services increases, customer service quality provided by commercial banks also increases.

Hypothesis Two

Ho: There is no significant correlation between Point of Sale (POS) and employee satisfaction of commercial banks in Anambra State.

Ha: There is a significant correlation between Point of Sale (POS) and employee satisfaction of commercial banks in Anambra State.

Table 4.6: Correlation between Point of Sale (POS) and employee satisfaction of commercial banks in Anambra State.

		Point of Sale	Employee Satisfaction
Point of Sale	Pearson correlation	1	.923**
	Sig. (2-tailed)		.000
	N	363	363
Employee Satisfaction	Pearson correlation	.923**	1
	Sig. (2-tailed)	.000	
	N	363	363

Source: SPSS version 27 Outputs.

Result Summary

Table 4.6 shows that there is a positive significant correlation between Point Of Sale (POS) and employee satisfaction of commercial banks in Anambra State with r = 0.923, n = 363 and p value of 0.000 ($p<0.05$). Therefore, we accept the alternate hypothesis and conclude that there is a positive significant correlation between Point of Sale (POS) and employee satisfaction of commercial banks in Anambra State, Nigeria.

Discussion of Findings

1. Hypothesis one revealed that mobile money transfer had a significant positive relationship with customer service quality of commercial banks in Anambra State with r = 0.874 n = 363 and p value of 0.000 ($p<0.05$). Therefore, we accepted the alternate hypothesis and concluded that there is a significant positive relationship between mobile

money transfer and customer service quality of commercial banks in Anambra State, Nigeria. This finding agrees with Mangana (2022) finding that the adoption of telephone banking technologies had positive and significant influence on customer service quality in commercial banks in Kenya in his study on influence of Telephone Banking on Customer Service Quality in Commercial Banks in Kenya. Also, Chepkorir, Kemboi, and Bett (2022) found that mobile banking had a strong positive relationship with customer service quality of DT-Saccos ($R = 0.729$; $\beta = 0.775$) in their study on the relationship between Mobile Banking and Customer Service Quality of Deposit taking savings and credit cooperatives in Kericho County, Kenya.

2. Hypothesis two indicated that there is a positive significant relationship between point of sale and employee satisfaction of commercial banks in Anambra State with $r = 0.923$, $n = 363$ and p value of 0.000 ($p<0.05$). Therefore, we accepted the alternate hypothesis and concluded that there is a positive significant correlation between point of sale and employee satisfaction of commercial banks in Anambra State, Nigeria. This finding is in congruent with the result of Mwange, Kasongola, and Meyiwa (2022) that there exists a positive relationship between point-of-sale services and employee satisfaction in commercial banks in their study on An Assessment of the Effect of Point-of-Sale Services on the Employee Satisfaction of the Banking Sector in Zambia. Also, Roy, and Thangaraj (2020) found that there is a mixed effect of point-of-sale technology on employee satisfaction in Indian banks, where private sector banks are more aggressive in technology investment as compared to the public sector banks in their study on investment in technology: does it proliferate the performance of the Indian banks?

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

1. Mobile money transfer had a significant positive relationship with customer service quality of commercial banks in Anambra State with r = 0.874 n = 363 and p value of 0.000 ($p<0.05$).

2. There was a positive significant correlation between point of sale and employee satisfaction of commercial banks in Anambra State with r = 0.923, n = 363 and p value of 0.000 ($p<0.05$).

Conclusion and Policy Recommendations

1. Commercial banks in Anambra State need to enhance their mobile money transfer services to improve customer experience by investing in user-friendly platforms, increasing transaction limits, and providing reliable support.

2. Commercial banks in Anambra State need to optimize POS systems to reduce employee workload and stress. This can be achieved through regular training, adequate staffing, and efficient maintenance.

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