The Role of Cashless Policy as a Tool for Achieving Organisational Objectives

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Abstract: *The study examined how cashless policy has influenced customer satisfaction and how cashless policy has mitigated the problems of Nigerian banks. Primary data was used for the study to achieve these objectives. Questionnaires were distributed to two hundred and fifty customers of the selected banks and two hundred and fifty staff of the selected banks to elicit information with the use of stratified random sampling. The data were analysed using correlation coefficient and multiple regression analysis. The study revealed a strong positive impact of cashless policy on customer satisfaction with a correlation estimate and regression beta of r=0.638 and β=0.605respectively. The study also revealed a strong positive impact of cashless policy on the mitigation of the problems of the Nigerian banking sector. The study therefore concluded that cashless policy assists organisations in achieving customer satisfaction and it is a veritable means of abating the problems that plague the banking sector. In light of these, the study recommended that customer complaint on cashless means of transactions should be adequately looked into so as to overcome the cognitive dissonances faced by customers in the usage of cashless means of transactions.*

Keywords: *Cashless policy, Organisational Objectives, Cashless society, Point of sales machine, Automated Teller Machine.*

1. Introduction

The banking sector has no doubt witnessed advancement in technology just like any other sector, as there has been a paradigm shift over time from the old cash handling system to a cashless society, which is turning out to be the order of the day worldwide, especially in developed countries. Globally the world has witnessed an upsurge of electronic payment systems meant to facilitate trade and simplify payment systems. Before the introduction of electronic payment system into the Nigerian banking system, customers had to walk into the banking hall to do transactions of all kinds. They had to queue up and spend more time to talk to a teller to make their transactions. Inconveniences caused by these long queues discourage customers who sometimes renegade from the queues in annoyance (Siyanbola, 2013). Technology has totally transformed the activities of the Nigerian banking sector in terms of ATM withdrawals and benefits, e- transfers, e- payments, e- commerce and e- deposits.

The banking sector experienced liberalization in the early 1990s in Nigeria. The landmark period witnessed the birth of new generation banks (i.e. GT Bank, Zenith Bank, etc.) that commenced operations with the state-of-the-art technology, which exposed the sluggishness and inefficiency of the older banks (i.e. the three Giants; First Bank, UBA and Union Bank). Some researches' had shown that the then “re-engineering” fever, compelled the old generation banks to change. It was further stated that the trend actually took selected commercial banks some time to follow suit because the issues were much more than designing algorithms and chewing seminal computing papers from first class journals *Baddeley (2004)*.

The Structural Adjustment Programme (SAP) initiated in 1986 by the Babangida administration brought to an end the kind of banking services rendered by the first generation of banks, which have been described as "Arm Chair Banking". The SAP changed not only the structure but also the content of banking business. Just as the number of banks grew tremendously from 40 in 1985 to 125 in 1991, the SAP made possible the licensing of more banks which posed more threat to existing ones and the more aggressive the marketing techniques adopted by them. In the process of the intense competition, adoption of electronic banking was seen as a necessity to maintaining a good competitive position. Whereas e- banking stormed the British Banking scene in the late sixties, Nigeria started the long and tortuous journey in November, 1990 when Societe Generate bank launched their first Automated Teller Machine (*Babalola, 2008)*.

For many years I. T experts, bankers, entrepreneurs and others have advocated for the replacement of physical cash and the introduction of more flexible, efficient and cost effective retail payment solutions,

Baddley (2004). Nigerian commercial banks have been making large contributions to technological advancements in creating new electronic means of transactions. This had led to a gradual shift towards a more cashless banking system. Business transactions in the country are now being carried out through electronic means which include point of sales terminals (POS), GSM/ mobile banking, ATMs, bankers automated clearing services, E- payments etc. These innovative services have greatly affected service delivery of commercial banks and customer satisfaction has also been immensely influenced. This change in mode of transactions has led to a transformation of commercial bank products and services as their products and services have greatly been revolutionised from cash based to cashless based.

Businesses are confronted daily with myriads of problems, most of which occur in quotidian transactions and have become a contemptible norm they can't simply efface. In order to ensure continuous customer satisfaction organisations have to ensure customers derive optimum utility from their products and services as the primary objective of marketing is to ensure customer satisfaction (Baddley, 2004). As consumer needs change socio-technologically, commercial banks have to develop new products and services that would meet up with these trends. It is common knowledge that the quality of services and products is a key determinant of customer satisfaction and customer loyalty. Commercial banks are faced with plethora of problems and conundrums daily, how cashless policy has helped mitigate or exponent this problems is not clearly defined or understood.

This study therefore examined the role of cashless policy as a tool for achieving organisational objectives. The study focused on the primary marketing objective of customer satisfaction and the mitigation of problems faced by banks with particular reference to selected banks.

1.1 Objectives of the Study

The main objective of this study is to examine the role of cashless policy as a tool for achieving organisational objectives. The specific objectives of the study are to:

i. Determine the extent to which cashless policy influences customer satisfaction;

ii. Ascertain how cashless policy has mitigated the problems of Nigerian banks.

1.2 Research Hypotheses

The following null hypotheses were tested in the study.

H_{01}: *There is no significant relationship between cashless policy and customer satisfaction*

H_{02}: *There is no significant relationship between Cashless policy and the mitigation of the problems of Nigerian banks*

2. Literature Review

2.1 Concept of Cashless Policy

Cashless policy is a monetary policy on cash based transactions (withdrawals and deposits) in banks aimed at reducing (NOT ELIMINATING) the amount of physical cash (coins and notes) circulating in the economy and encouraging more electronic based transactions (payments for goods, services, transfers, etc.). CBN (2011).Cashless policy is a regulation made by Central Bank of Nigeria to aid a change from a gradual physical movement of payment system from the use of physical cash to a systemic adoption of other non-physical cash mode of payments in settlements for all types of transactions. Large banks and governments are working hard to transit us to a voluntarily cashless system. Once 98% or 99% of all transactions do not involve cash, eliminating the remaining 1 or 2 percent will be easy. Large banks want a cashless society because it is much more profitable. Large banks earn billions of dollars in fees from debit cards and they make enormous profits from credit cards (Matt, 2012).

But when people use cash the large banks do not earn anything. So it makes sense that big banks and credit card companies are the greatest proponents for a cashless society. According to Babalola (2008) most governments are eager to transit to a cashless society for the following reasons; Cash is expensive to print,

inspect, move, store and guard, Counterfeiting is always going to be a problem as long as paper currency exists, Cash is favoured by criminals because it does not leave a paper trail. Eliminating cash would make it much more difficult for drug dealers and other criminals to do business. Also a cashless society would give governments more control. Governments would be able to track virtually all transactions and would also be able to monitor tax compliance much more closely.

2.2 Cashless Policy in Developing Nations

Developing nations are fraught with a lot of challenges in the implementation of policies; such challenges include bureaucracy, corruption, lack of technological know-how, lack of financial resources etc. The implementation of cashless policies in developing nations has been slow to say the least and this not only affects banks but the whole economy at large. Many developing countries such as Ghana have been able to overcome many of this plagues and have taken giant strides in the implementation of cashless programs and policies in order to ensure their nations' providence.

The growth of electronic funds transfers systems and plastic card-using devices has been the most obvious effect of the computer revolution. Without modern computing technology the costs involved in producing such assets could be prohibitive. Technological advances and subsequent innovations have also led to the creation of new markets. It can be considered, that computer technology has offered a solution to an increasing banking sector by making payments faster, more convenient and cheaper to process Howells (1996).

It is with this issue that the management of Ghana Interbank Payment and Settlement Systems (GhIPSS) began a sensitisation programme on the Automated Clearing House (ACH) from the end of February 2011. ACH, which is largely an electronic funds transfer system, went live about almost a year ago. It makes transfer of funds less cumbersome and less expensive. According to officials of GhIPSS, all the banks would be involved in the sensitisation programme while close to 200 other companies would also be covered (GNA, 2011). ECOBANK's credit card also called gold card: the only credit card system introduced in 2007 and still is the only one on the market today has not received significant patronage and usage partly because of poor publicity and partly also because of poor residential addressing system in Ghana. Though the economic benefit in the use of credit cards remains a great potential of ECOBANK'S gold card, its efficiency and effectiveness have been slow or diminished due to the poor addressing, identification and also the recent reluctance of the bank to issue them to customers (GNA, 2011).

It is noted that today there are up to seven different electronic payment channels in Nigeria: Automated Teller Machines (ATM), point of sales terminals, mobile voice, web, inter-bank branch and kiosks. E-payment initiatives in Nigeria have been undertaken by indigenous firms and have been stimulated by improvement in technology and infrastructure (Babalola, 2008). As noted above, the cashless economy does not imply an outright end to the circulation of cash (or money) in the economy but that of the operation of a banking system that keeps cash transactions to the barest minimum. The CBN had set daily limits of cumulative withdraws and lodgements of N150, 000 for individuals and N1, 000,000 for corporate customers (now N500, 000 and N3million respectively). The operation of the system does not mean the individual/corporations cannot hold cash in excess of N150, 000/N1million (now N500, 000 and N3million respectively) respectively at any single point in time but that their cumulative cash transactions with the bank must not exceed these limits over a period of one day. The system is targeted at encouraging electronic means of making payments, and not aimed at discouraging cash holdings. This policy on limits implies that an individual can actually have N5million (more than N150,000 now N500,000) under his pillow at home, buy goods and services with them but must not pay more than N500,000 into his bank account in one day without attracting a fine of 3% per N1000 for the excess Odumeru (2012).

The conundrum of inefficiency which has fraught developing nations for years has greatly affected its cashless efforts. Various cashless programs and schemes have been launched with just few of them producing results as many developing nations especially in Africa are still averse to technology. Developing nations, especially the very pious ones still frown on Radio frequency identification chips also known as the RFID chips as many criticized it as the sign of the antichrist.

2.3 Cashless Policy in Developed Nations

As it became apparent that electronic banking was here to stay, the United States Congress in 1974 established the National Commission on Electronic Fund Transfers. The commission studied the infant EFTS, and published its recommendations in 1977. The commission concluded that an EFTS developed in an "orderly" manner would be beneficial to consumers of financial services and suggested that such a system operate outside the public sector. The commission went on to state that "a national EFTS could be supported by as few as 225,000 on-line terminals installed in general merchandise stores." Federal Reserve reports on currency have shown a significant increase in the number of bills in circulation, and an increase in the average denomination being used; for example, the number of $20 bills has increased faster than the number of $10 bills. The number of checks being written and the average size of each check have also increased, but at much slower rates Kim (2009).

Today, only 7% of all transactions in the United States are done with cash, and most of those transactions involve very small amounts of money. If you buy a sandwich or if you purchase something at a market you might still use cash, but for any mid-size or large transaction, the vast majority of people will use another form of payment. To counteract the security risks, banks are looking at more secure identification technologies such as biometrics. In the future, you will no longer need to create, track or remember multiple passwords for various log-ins. Imagine being able to walk up to an ATM machine and securely withdraw money by simply speaking your name or looking into a tiny sensor that can recognize the unique patterns in the retina of your eye. At the same time, you can check your account balance on your mobile phone or tablet Howells (1996).

To thwart identity theft, several technologies are being reviewed. Everyone has a unique biological identity. Biometric data – facial definitions, retinal scans and voice files can be filtered through software to build your unique DNA online password. Known as multifactor biometrics, smart systems will be able to monitor this information in real-time to make sure your identity is authenticated. Another method that will make financial identification more secure is to use implantable RFID microchips. There is considerable resistance to this technology, but RFID chips are already being implanted in animals and humans. Some U.S. cities have already made it mandatory to implant microchips into all cats and all dogs so that owners can be more easily tracked. Throughout the world, employees are being required to carry badges that contain RFID chips, and in some instances employers are actually requiring employees to have RFID chips injected into their bodies.

RFID chips are being implanted in the upper arms of patients suffering from Alzheimer's disease. The concept is to track Alzheimer's patients that get lost. Microchips are also being embedded into school uniforms to make sure that students don't skip school. Prisons could be next. Wal-Mart has now made it a practice to include a chip in every product sold to eliminate theft, check inventory and review sales of a given product. An RFID chip can be read up to four feet away, making it a prime candidate for TSA identity scanning. So the convenience factor on many levels may move the technology forward to enable a future cashless society.

2.4 Theoretical Framework

2.4.1 Kurt Lewin's Three Step Change Model

This theory was propounded by Kurt Lewin in 1947. This three stage theory of change is commonly referred to as **Unfreeze, Change and Refreeze**. It is possible to take these stages to quite complicated level. Kurt (1947) opined that a change introduced into any system would pass through three stages namely; Unfreeze, Change, Refreeze.

Stage 1: Unfreeze

The Unfreezing stage is probably one of the more important stages to understand in the world of change we live in today. This stage is about getting ready to change. It involves getting to a point of understanding that change is necessary and getting ready to move away from our current comfort zone. This first stage is about preparing ourselves, or others, before the change (and ideally creating a situation in which we want the change). The more we feel that change is necessary, the more urgent it is, the more motivated we are to make the change. Unfreezing and getting motivated for the change is all about weighing up the 'pro's' and

'con's' and deciding if the 'pro's' outnumber the 'con's' before you take any action. This is the basis of what Kurt Lewin called the Force Field Analysis. Force Field Analysis takes into cognizance that there are lots of different factors (forces) for and against making change that we need to be aware of (analysis). If the factors **for** change outweigh the factors against change we'll make the change. If not, then there's low motivation to change - and if we feel pushed to change it may lead to undesirable consequences.

Stage 2: Change
Kurt Lewin was aware that change is not an event, but rather a process. He called that process a transition. Transition is the inner movement or journey we make in reaction to a change. This second stage occurs as we make the changes that are needed. People are 'unfrozen' and moving towards a new way of being. That said this stage is often the hardest as people are unsure or even fearful. This is not an easy time as people are learning about the changes and need to be given time to understand and work with them. Support is really important here and can be in the form of training, coaching, and expecting mistakes as part of the process. Using role models and allowing people to develop their own solutions also help to make the changes. It's also really useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading.

Stage 3: Refreeze
Kurt Lewin refers to this stage as freezing although a lot of people refer to it as 'refreezing'. As the name suggests this stage is about establishing stability once the changes have been made. The changes are accepted and become the new norm. People form new relationships and become comfortable with their routines. This can take time. In today's world of change the next new change could happen in weeks or less. There is just no time to settle into comfortable routines. This rigidity of freezing does not fit with modern thinking about change being a continuous, sometimes chaotic process in which great flexibility is demanded. A change towards a higher level of group performance is frequently short-lived, after a "shot in the arm", group life soon returns to the previous level. This indicates that it does not suffice to define the objective of planned change in group performance as the reaching of a different level. Permanency of the new level, or permanency for a desired period, should be included in the objective. Lewin's concern is about reinforcing the change and ensuring that the desired change is accepted and maintained into the future. Without this people tend to go back to doing what they are used to doing. This is probably what Kurt Lewin meant by freezing - supporting the desired change to make sure it continues and is not lost. Lewins' three step change model enables the viewing of a change as a process or journey which has a beginning, middle, and an end.

On the concept of cashless policy in Nigeria the change could be viewed as the introduction of cashless means of transaction and this caused an unfreezing of the former rudimentary cash-based means of transactions. The change was then instituted by the Central Bank of Nigeria through a pilot program in Lagos with the use of various techniques such as advertising in order to create awareness, the use of favorite celebrities as ambassadors of the change process of cashlessness and the organizing of various seminars and workshops to enlighten people of the benefits and transaction processes and mediums in order to foster acceptance. Once the change had been accepted CBN implemented the change to the remaining part of the country and this brought about multiple restrictions on cash based transactions, this could be viewed as a refreezing process of the cashless based system of transaction.

2.4.2 Technology Acceptance Model

The Technology Acceptance Model (TAM) is an information systems (system consisting of the network of all communication channels used within an organization) theory that models how users come to accept and use a technology. The model suggests that when users are presented with a new technological package, a number of factors influence their decision about how and when they will use it (Davis, 1989) notably are perceived usefulness (PU); this was defined by Fred Davis as "the degree to which a person believes that using a particular system would enhance his or her job performance". The second factor is Perceived ease-of-use (PEOU): Davis defined this as "the degree to which a person believes that using a particular system would be free from effort".

The goal of TAM is to provide an explanation of the determinants of computer acceptance that is general, capable of explaining user behavior across a broad range of end-user computing technologies and user populations, while at the same time being both parsimonious and theoretically justified.

According to the TAM, if a user perceives a specific technology as useful, she/he will believe in a positive use-performance relationship. Since effort is a finite resource, a user is likely to accept an application when she/he perceives it as easier to use than another. As a consequence, educational technology with a high level of PU and PEOU is more likely to induce positive perceptions. The relation between PU and PEOU is that PU mediates the effect of PEOU on attitude and intended use. In other words, while PU has direct impacts on attitude and use, PEOU influences attitude and use indirectly through PU.

User acceptance is defined as "the demonstrable willingness within a user group to employ information technology for the tasks it is designed to support". Although this definition focuses on planned and intended uses of technology, studies report that individual perceptions of information technologies are likely to be influenced by the objective characteristics of technology, as well as interaction with other users. For example, the extent to which one evaluates new technology as useful, she/he is likely to use it. At the same time, her/his perception of the system is influenced by the way people around her/him evaluate and use the system.

In order to apply TAM to this study we must understand that cashless means of transactions such as POS and E- payments has affected business activities positively all around the world. So, when the Central Bank introduced cashless policy in 2012 Nigerians could easily access the Perceived usefulness (PU) of the policy through their comparison of their business activities with other nations implementing cashless policies and easily see the un-foretold benefits that the policy holds. Tool of cashless policy such as E-payments and POS have become easy to use due to the level of sophistication of technological communication tools such as the internet, modems, Wi-Fi, laptops, phones, tablets etc. and these tools are readily available and affordable. This has helped to ameliorate and foster the Perceived ease-of-use (PEOU) of cashless means of transactions as banks consider it a veritable means of reducing the quotidian problems and better satisfying customers. In light of these factors cashless policy and means of transaction could be said to have been accepted by Nigerians under this model.

The Technological acceptance model is depicted using the model in Figure 1:

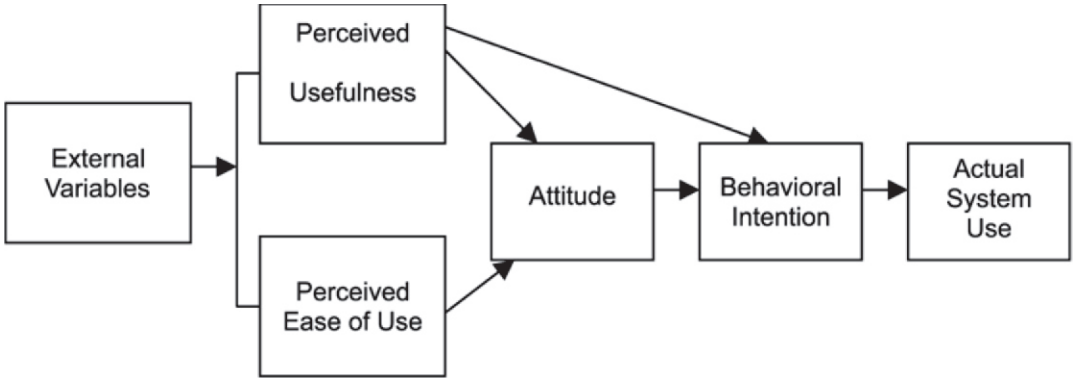

Figure 1: *Technological Acceptance Model*
Source: *www.ischool.utexas.edu*

2.5 Empirical Framework

Research into the adoption of cashless policy and its impact is scarce in literature. More recently, as new data were made available and new methodologies were applied, empirical investigations have found evidence that cashless policy is associated with improvements in commercial bank service delivery, performance, in intermediate measures and in economic growth (Oliner & Sichel 2000; Brynjolfsson & Hitt, 2003).

*Kim, Shin, and Lee (2009) c*onducted a research to determine the mechanisms associated with the initial formation of people's trust in mobile banking and intention to use the service. The study determined the effects of four antecedent variables (structural assurances, relative benefits, personal propensity to trust

and firm reputation) on shaping a person's initial trust in mobile banking and its usage intention. The survey data were analysed using structural equation modelling. The analysis showed that three variables (relative benefits, propensity to trust and structural assurances) had a significant effect on initial trust in mobile banking. Also, the perception of initial trust and relative benefits was vital in promoting personal intention to make use of related services. However, the reputation as a firm characteristics variable failed to attract people to mobile banking.

Odumeru (2013) conducted a research to investigate the rate of adoption of mobile banking services in Nigeria; the study used variables such as Relative Advantage, Complexity, Compatibility, Trialability, Observability and Perceived Risk to investigate the adoption of mobile banking in Nigeria. He also added demographic features such as age and educational background all of which has been proven to influence the use of a new technology. Nwankwo and Eze (2013) used the technology acceptance model and Diffusion of innovation model to investigate electronic payment in cashless economy of Nigeria and its Problems and Prospects and identified problems such as network availability, security, fraud, charges and many others to be the bane that have fraught cashless policy in Nigeria.

Adewoye J. O. (2013) investigated the impact of mobile banking in service delivery of commercial banks using tools such as the telephone, internet and ATM and models such as the bank focused model, the bank led model and the non- bank led model to investigate service quality and consumer satisfaction. He found out that mobile banking has a significant impact on service delivery of commercial banks and he also stressed the need for creating awareness to inform the public about the benefits derived on the e-banking service products. He also asserted that skilled manpower and computer wizards should be employed by every Bank, in order to stop, prevent fraudulent personal and hackers from manipulating the banks' data and stealing money from the banks' accounts.

Opera, Olotu, and Maclayton (2010) investigated the impact of technology on relationship marketing orientation (RMO) and business performance (BP) of the Nigerian banks using quantitative and qualitative data generated from 123 different bank branches in Port Harcourt, with 565 targeted respondents. The authors employed multiple regression models to analyse the data, and the findings revealed that the technology exists as a moderating variable in the RMO – BP relationships of the Nigerian banks. The study also recommended that banks should be technologically compliant in order to have high performance and lasting customer relationship. England, et al., examined the number of US banks offering internet banking and analysed the structure and performance characteristics of these banks. They however, found no evidence of major differences in the performance of the group of bank offering internet banking activities compared to those that do not offer such services in terms of profitability, efficiency or credit quality.

3. Methodology

The study examined the role of cashless policy as a tool for achieving organisational objectives using selected Nigerian banks in Ilorin metropolis of Kwara State, namely; Zenith bank, Guarantee trust bank (GTB), First bank, Diamond bank and Access bank. These banks were selected because they are favoured by customers seeking technological sophistication in transitionary activities. Data was collected from 242 customers and 239 staff of these banks using stratified random sampling technique. Separate structurally crafted and wide ranging questionnaires were distributed to staff and customers of the selected banks. This was done so as to enrich the scope of the research by tailoring questions suitable to the different kinds of respondents. The instrument contained structured questions with close ended answers. This was done so as to attain objectivity from the responses. The study was limited to two cashless instruments i.e. ATM and E-banking as they are the most widely used of all the cashless instruments. The data were analysed using frequency counts, percentages, Pearson's correlation and ordinary least square regression techniques.

4. Results and Discussions

4.1 Test of Research Hypothesis

The following null hypotheses were formulated and tested:

H_{01}: *There is no significant relationship between cashless policy and customer satisfaction*

H_{02}: *There is no significant relationship between Cashless policy and the mitigation of the problems of Nigerian banks*

4.2 Data Analysis

Table 1 shows that 69 (28.5%) of the respondents strongly agreed that ATM and E-banking services greatly satisfy their transaction needs while 131 (54.1%) respondents agreed, 19 (7.9%) were indifferent and 4 (1.7%) strongly disagreed. This implies that ATM and E- banking services greatly satisfy the transaction needs of customers as 200 (82.6%) respondents agreed and strongly agreed to it.

Table 1: Respondents (Customers) opinion on ATM and E-banking Services greatly satisfies my Transaction Needs

	Frequency	Percent
Strongly Agree	69	28.5
Agree	131	54.1
Indifferent	19	7.9
Disagree	19	7.9
Strongly Disagree	4	1.7
Total	242	100.0

Source: *Author's Computation, 2015*

Table 2 shows that 65 (27.2%) of the respondents strongly agreed that improvements in ATM and E banking services are directed towards achieving customer satisfaction while 128 (53.6%) respondents agreed, 21 (8.8%) were indifferent, while 21 (8.8%) disagreed and 4 (1.7%) strongly disagreed. This implies that Improvements in ATM and E-banking services is directed towards achieving customer satisfaction as 193 (80.8%) respondents agreed and strongly agreed to it.

Table 2: Respondents (Staff) view on if the improvements in ATM and E-banking services are directed towards achieving customer satisfaction

	Frequency	Percent
Strongly Agree	65	27.2
Agree	128	53.6
Indifferent	21	8.8
Disagree	21	8.8
Strongly Disagree	4	1.7
Total	239	100.0

Source: *Author's Computation, 2015*

Table 3 shows that 66 (27.3%) of the respondents strongly agreed that ATM and E-banking services has led to reduction in queues in banks 156 (64.5%) respondents agreed, 18 (7.4%) were indifferent and 2 (0.8%) strongly disagreed. This implies that ATM and E-banking services have led to reduction of queues in banks as 222 (91.8%) respondents agreed and strongly agreed to it.

Table 3: Respondents (Customers) view on ATM and E-banking services has led to reduction of bank queues

	Frequency	Percent
Strongly Agree	66	27.3
Agree	156	64.5
Disagree	18	7.4
Strongly Disagree	2	0.8
Total	242	100.0

Source: *Author's Computation, 2015*

Table 4 shows that 81 (33.9%) of the respondents strongly agree that ATM and E-banking services have led to reduction in transaction time, while 114 (47.7%) agree, 21 (8.8%) were indifferent, 21 (8.8%) disagreed and 2 (0.8%) strongly disagreed. This implies that ATM and E-banking services have led to reduction in transaction time as 195 (81.6%) of the respondents agreed and strongly agreed to it.

Table 4: Respondents (Staff) opinion on ATM and E-banking services have led to reduction in transaction time

	Frequency	Percent
Strongly Agree	81	33.9
Agree	114	47.7
Indifferent	21	8.8
Disagree	21	8.8
Strongly Disagree	2	0.8
Total	239	100.0

Source: *Author's Computation, 2015*

Hypothesis One

Ho_1: *There is no significant relationship between cashless policy and customer satisfaction*

Using Correlation and regression techniques the hypothesis was tested based on the responses of the respondents on the questions related to the hypothesis.

Table 5: Regression and Correlation Estimates between Cashless Policy and Customer Satisfaction

Model	Coefficients (B)	Correlation	P-Value
Constant	0.705	0.638	.000
Cashless Policy	0.605		

Dependent variable: customer satisfaction

The regression estimate (0.605) indicated that cashless policy has led to a proportionate increase in customers' satisfaction. The correlation estimate (0.638) which was significant (p-value <0.01) showed a strong positive relationship between cashless policy and customers' satisfaction.

Decision: The null hypothesis was therefore rejected and the conclusion was reached that there is significant relationship between cashless policy and customers' satisfaction of the banks.

Hypothesis Two

Ho_2: *There is no significant relationship between Cashless policy and the mitigation of the problems of Nigerian banks*

Using Correlation and regression techniques the hypothesis was tested based on the responses of the respondents on the questions related to the hypothesis.

Table 6: Regression and Correlation Estimates between Cashless Policy and Problem Mitigation

Model	Coefficients (B)	Correlation	P-Value
Constant	0.170	0.905	.000
Cashless Policy	0.914		

Dependent variable: customer satisfaction

The regression estimate (0.914) indicated that cashless policy has led to a proportionate mitigation of problems. The correlation estimate (0.905) which was significant (p-value <0.01) showed a strong positive relationship between cashless policy and problem mitigation.

Decision: The null hypothesis was therefore rejected and the conclusion is reached that there is significant relationship between cashless policy and problem mitigation by Nigerian banks.

4.3 Major Findings

The study revealed that cashless policy has a positive impact on customer satisfaction and if Nigerian banks are to pursue their primary marketing goal of customer satisfaction they have to look up to cashless policy as an avenue towards achieving this aim. The study also revealed that cashless policy has also mitigated the problems faced by Nigerian banks to a very large extent as queues in banks have dropped considerably, transaction time is now shorter, errors are now diminished to an almost eradicated rate etc. The study also revealed that cashless policy has affected the performance of the Nigerian banking sector positively and it still holds greater rewards for the future.

5. Conclusion and Recommendations

5.1 Conclusion

Cashless policy has enabled Nigerian banks to satisfy their customers better. Banks that use greater and more sophisticated means of cashless transactions would achieve the primary marketing aim of customer satisfaction better. The more Nigerian banks move towards cashless means of transactions the better they would satisfy their customers. Cashless policy has greatly reduced the plethora of problems that have plagued the banking sector for decades. Cashless Policy of transactions is the long awaited solution to many of the problems that have plagues Nigerian commercial banks for eons.

5.2 Recommendations

Therefore, the study recommend that customer complaints on cashless means of transactions should be adequately looked into so as to overcome the cognitive dissonances faced by customers in the usage of cashless means of transactions. The charges placed on e-banking services should be slashed or removed as this will discourage customers from using the e-banking service platform.

5.3 Contributions to Knowledge

The existing literature on cashless policy tended to focus on its impact on the Nigerian economy, its process of adoption, its prospects and challenges and this was usually limited to the use of the technological acceptance model and the diffusion of innovation theory. The literature was also devoid of the effect cashless policy has on the Nigerian banking sector. This study ameliorated the existing literature by examining the role cashless policy plays in the achievement of organisational objectives with the use of three distinctive theories namely; kurt Lewin's three step change process model and the technological acceptance model to broaden the understanding of how cashless policy assists in the attainment of key organisational objectives of customer satisfaction and mitigation of problems.

5.4 Suggestions for Further Studies

Cashless policy is a new concept with boundless of possibilities and prospects on various aspects of the economy. The researchers suggests that further studies should be conducted into how cashless policy affects other strategic aspects of the economy as this has not been accessed by researchers adequately thereby leading to a short fall in the literature. Also, further studies should be carried out by researchers to appraise the complaints of customers in their adoption of cashless means of transactions and proffer solutions to these problems.

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