

**AN ASSESSMENT OF A NEW TECHNOLOGY ON THE PRODUCTIVITY
OF A BUSINESS ORGANIZATION IN UGANDA.**

THE CASE STUDY OF STANBIC BANK GULU BRANCH .

BY

ACHAN CHRISTINE

REG: BBA/24268/81/DU-LR

**A RESEARCH DISSERTATION SUBMITTED TO THE FACULTY OF
BUSINESS ADMINISTRATION AS A PARTIAL
FULFILLMENT FOR THE REQUIREMENTS OF THE AWARD OF
THE DEGREE OF BACHELOR OF BUSINESS ADMINISTRATION OF
KAMPALA INTERNATIONAL UNIVERSITY**

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DECLARATION

I hereby declare that this research report on the topic an assessment of a new technology on the productivity of a business organisation in Uganda .The case study of stanbic bank Gulu in Gulu municipality northern Uganda i my original work and never been submitted to any institution or university for any award. Therefore, no one is expected to reproduce this report in any form without the authority of the researcher and Kampala international university.

APPROVAL TO SUBMIT

I the supervisor of Achan Christine certify that this research report dissertation produced under my supervision, is now ready for submission to the faculty of business Administration and management of Kampala international university.

Signed.....

Date.....

Mr. Odongo Mike (supervisor)

DEDICATION

This work is dedicated in the memory of my later parent. Mr. Atima Simon and Mrs. Mary Atima, uncle Opio Otunu, my brothers Oola Peter Atima, Olal Collins Atima who gave me a strong foundation in life hence making me who I am today. To my nephews; Bosco, Jimmy, Erick, Simon, Derick, Joel, Godfrey, to my nieces; Irene, Winny, Nancy, Robinah, Priscilla and Mary. Who believe in the power of education and supported me in one way or the other.

Lastly, to my beloved son Lubangakene Jesse who gave me the time to study peacefully. I also dedicate this to my fellow academicians such as Okello Tom, Wabwire Benjamin, Ayo John, Amito Ritah, Omara Josephine and finally to the management of Stanbic Bank Gulu branch and to the local community for the data they provided to me.

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Special thanks go to Mr. Odongo Mike who was not only my supervisor but also my lecturer in the subject of study ,for his wisdom, support advice, guidance and positive criticisms that enabled me to carry out this study.

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ACRONYMS

ATM	:	Automatic Teller Machine
CERUDEB	:	Centenary Rural Development Bank
CEO	:	Chief Executive Officer
CRM	:	Customer Relation Management
IT	:	Information Technology
FOREX	:	Foreign Exchange
KCBL	:	Kenya Commercial Bank Limited
KIU	:	Kampala International University
NPA	:	Non Performing Assets
WANs	:	Wide Area Networks

CHAPTER ONE

INTRODUCTION

1.0 Introduction.

This section highlights the background, statement of the problem, purpose, objectives of the study, research questions, scope, significance, limitation of the study and the conceptual framework.

1.1 **Back ground to the study.**

The Banking sector in Uganda has experienced a rapid transformation. Just about a decade back, this sector was limited to the nationalized and co-operative banks. Then came the multi-national banks, but these were confined to serving an elite few. "Banks are increasingly facing sliding margins and fierce competition. Its imperative to increase volumes and reduce operational costs"- *K. P. Pandmakumac, (2010).*

One could regard the past as the 'medieval ages' in the banking industry, wherein every branch of the same bank acted as an independent information silo, and multi-channel banking (ATMs, Net banking, tele-banking, etc) was almost non-existent.

Banks are looking at newer ways to make a customer's banking experience more convenient, efficient, and effective. They are using new technology tools and techniques to identify customer needs and are offering tailor-made products to match them.

Centralized operations and process automation using core banking applications and IT-based networks improve efficiency and productivity levels tremendously. Core banking applications help a bank to shift from 'branch banking' to 'bank banking.'

This basically means that a customer will be treated as a bank's customer than just the customer of a particular branch which was the case earlier. Also, IT-based networks lets a bank offer multiple services over the same network, resulting in costs savings.

Customer Relation Management (CRM) solutions, if implemented and integrated correctly, can help significantly in improving customer satisfaction levels. Data warehousing can help in providing better transaction experiences for customers over different transaction channels. This is made possible because data warehousing helps bring all the transactions coming from different channels under a common roof. Data mining helps banks analyze and measure customer transaction patterns and behaviour. This can help a lot in improving service levels and finding new business opportunities.

Risk Assessment is another area where technology can play a major role "using FOREX risks, et-cetera. The other driver for using IT is that banks can reduce costs and reduce the time to market,". *Rangesh Nair, Country Manager-Financial Services Sector, IBM (2008)* contends that appropriate technologies in banks are able to better assess risks like interest risks, liquidity risks, investment risks and default risks.

1.2 Statement of the problem.

Banks over the years have been faced with several business challenges that are identified as:

- 1.2.1 high operational costs in service delivery provision making banking transactions quite expensive both to the service providers and the clients
- 1.2.2 Limited product lines on offer to their clients thus limiting services on offer which in turn reduces on the expected revenue base of the service providers
- 1.2.3 difficulties in accessing customers or for the customers to access banking
- 1.2.4 convenience of the use of banking services was so limited that clients had to travel considerable distances to access banking services, services were offered

at only a particular branch where a client had an account, inconvenience of excessive paper work etcetera.

In this regard, banks have been and continue to look at new ways by which they can make customers have convenient, efficient, and effective banking experience.

It's against this background that the researcher has endeavoured to establish the influence and impact of these constraints on the banking industry and recommends circumventive measures against the above constraints.

1.3 Purpose of the study.

The purpose of the study is to examine the effects of technology on the productivity of the banking industry with a special focus on Stanbic Bank Lira branch.

1.4 Objectives of the study

The specific objectives are to:

- 1.4.1 Determine the efficiency of modern information system brought to the banking sector benefiting both the rural and urban population.
- 1.4.2 Assess the extent to which technological changes affect productivity of the banking institution in Gulu.
- 1.4.3 Establish what kinds of such modern facilities like the introduction of the ATM machine being offered to clients by banks and what conveniences have accrued to the customers.
- 1.4.4 establish what the trends of bank services were in the past as compare to today where computers are in place and how these changes have impacted on customer satisfaction on one hand, and the bank' profitability and efficiency on the other hand.

1.5 Research questions

The following research questions guided the research efforts:

- 1.5.1 How does the use of computers affect the productivity at Stanbic Gulu branch?
- 1.5.2 How do the modern information systems affect the productivity at Stanbic Bank Gulu branch?
- 1.5.3 To what extent has the introduction of the Automatic Teller Machines (ATM's) affected the productivity at Stanbic Bank Gulu branch?
- 1.5.4 What are the efficiencies that have accrued over the periods since Stanbic Bank Gulu branch adopted these new technologies?

1.6 Scope of the study

The study to covered:

1.6.1 Geographical Scope

The study was carried out in Gulu Municipality of Gulu district. Gulu district is located in the northern part of Uganda.

1.6.2 Time scope

The study covered a period of three years from 2007 to 2009 inclusive. This was because it was around that time frame that modern banking technologies were adapted by the Stanbic bank establishment.

1.6.3 Content scope

The study focused specifically on computer use, information systems in use at Stanbic bank Gulu, and how the introduction of ATM's systems have all impacted on the productivity at Stanbic Gulu Branch.

1.7 Significance of the study

The findings from this study are expected to have the following significance:

- 1.7.1 Change the pattern of business activities as offered by banking institutions. Customers are expected to receive more improved and refined facilities based upon the recommendations.
- 1.7.2 advise the institutions that are engaged in the banking activities on how to blend the available new technologies so as to effectively and efficiently provide credible services to their customers while improving on their financial returns.
- 1.7.3 assist the customers adapt to newer, modern and convenient banking facilities in wider areas both rural and urban and will further highlight areas that require more research.
- 1.7.5 help government and other policy decision makers set up operational banking policies that are aimed at ensuring efficiency and good service provision to the clients.

1.8 Limitations

The researcher encountered the following limitations in conducting this project:

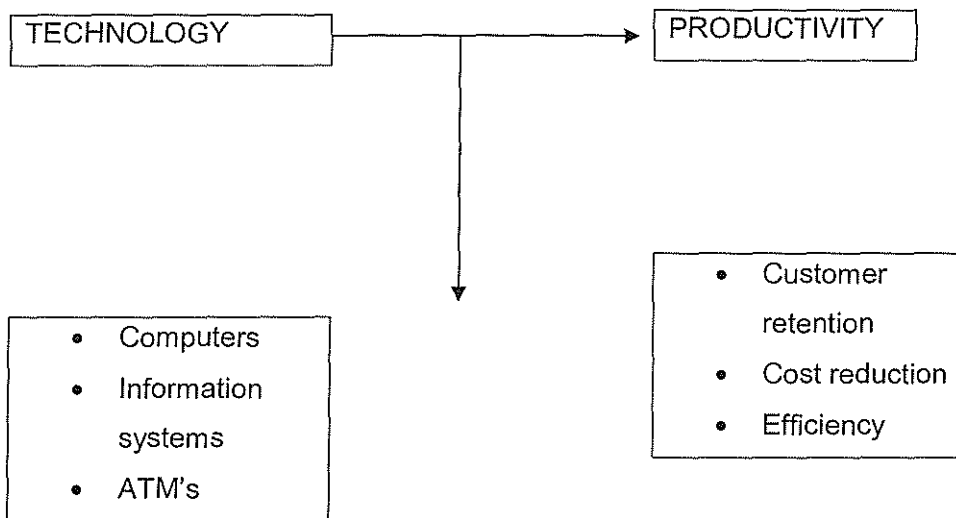
- 1.8.1 Financial constraint portrayed the biggest challenge since there has been an upsurge in the costs of items and materials due to the declining value of the local shilling against international currencies. However, the researcher acquired a soft loan in order to meet the project requirements.
- 1.8.2 Time was yet another constraint since the researcher is in full time employment and as such; most of the time is taken by office work. The researcher took leave off work at the critical moment so as to have ample time for the study.
- 1.8.3 Challenges in having the questionnaires accurately filled-in, as most respondents didn't know the impact and importance of the exercise. In regards to this, the researcher conducted sensitization sessions with the selected population of respondents

1.9 Conceptual Framework

Below is a conceptual framework showing the relationship between technology and productivity in Stanbic Bank Gulu.

Independent variables

Dependent variables



In the conceptual framework above, technology is conceived as independent variable with the diversions of computers, information systems and ATMs.

These diversions if used well can lead to improvement in the productivity of the banks which is viewed here as the dependent variable hence leading to customers retention, cost reduction and efficiency of the organisation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examined the theoretical and actual review of the related literature. This was done objective by objective focusing on productivity of businesses upon the introduction of new technologies.

2.1 Theoretical Review

Change in the banking Industry

Banks have realised that it no longer pays to have a transaction-based operating model. This has led to the development of a relationship oriented model of operations focusing on customer –centric services ,these models are technologically driven, as a particular bank can have clients far and wide but still meet their requirement ; *Andersen PS and Hainaut P (1998)*.

While banks have to ensure product superiority and operational excellence, the biggest challenge today is to establish customer intimacy without which the other two are meaningless. *International monetary fund (IMF)*, <http://www.imf.org/>

In the financial world, product superiority does not last long as it is relatively easy to copy products ,so the real strength comes from operational excellence and understanding the customer and developing rapport with him," *Gunit chadha (2009)*

In this context, it is very important that banks identify and understand customer needs .This will help banks in tailoring their products according to customers' needs. It also helps in new business opportunities like cross-selling and up selling which takes cues from customers' aspirations and transaction patterns.

Customers' relationships have to be managed in the best possible manner. This will ensure that the customer comes back to the bank. In addition to good customer retention rates, it will also provide better income generation capability; this is because a major chunk of income of most banks comes from existing customers, rather than from new customers; *Economist* (1999).

2.2 Actual Review of Related Literature

Technology makes it easier for any company with the right channel infrastructure and money reserves to get into banking. This has been one of the major reasons behind this kind of competition from players who do not have a banking background. Stanbic Bank Uganda Limited overcame the initial costs of setting up its own ATM network by getting into a profit/ loss sharing agreement with the Bank of Uganda. New entrants with strategies such as these make the banking game much tougher.

2.2.1 Redefining objectives

To cope with cost pressures and increased competition as well as to retain existing customers, banks have started venturing into newer territories especially with the adaptation of new banking technologies. This is one of the main reasons why banks are focused on retail banking in a big way. The main advantage of getting into retail banking is that the risks involved are lesser in this segment. There are lower Non Performing Assets (NPAs) in retail banking. This is one other reason why loans such as those for housing, automotive, etc are being touted by banks like never before. Credit cards and debit cards; that are products of new banking technologies are other focus area for banks; *Valls, J, Torres, R. and Arbuss_, A. (1997).*

With this, banks have redefined their business priorities using modern banking technologies. They are now focused on: cost reduction, production differentiation and customer-centric services.

"These channels are used not only to improve customer service but also to divert traffic from the branches. It is a fact that the cost of transactions over these channels is lower than doing this through the branches," *Rangesh Nayar, (2008)*.

But this does not mean that branch banking is obsolete. Rather, banks are reinventing their business models to offer new financial services through its branches by the use of modern technologies like networking of customer accounts; especially through the Wide Area Networks (WAN's).

Today banks have to look much beyond just providing a multi-channel service platform for its customers, there are other pressing issues that banks needs to address in order to chalk-out a road map for the future Here are the top three concerns in the mind of every bank's CEO, that is: customers retention ,cost pressure and finally increased competition.

Customer retention is one of the main priorities for banks today. With the entry of new players and multiple channels into the banking space, there is increased competition and a recent example is that of Kenya commercial bank Limited (KCBL).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

3.1 Research design

For the purpose of this study, the researcher adopted the cross sectional research approach. Under this approach, the researcher had the opportunity to collect information from a cross - section of the respondents. In addition to that, the researcher used case study design (existing banks) this is because case design provides in-depth information (*Amin 2005*) about the problem under investigation.

3.2 Sample population

The population designated for the purpose of this study comprised of a cross section of personalities who are engaged in the provision of banking services, beneficiaries of these services (clientele) at various capacities such as people in the business sector, students and civil servants, Corporate clients, employees of Stanbic Bank Gulu branch, farmers and members of the general community who access banking facilities. This is summarised in the table below

Table 1 Showing sample people.

Respondents	No
Key –informants	3
Staffs	15
Customers	20
Local community	30
Total	68

From table 1 above the researcher got information from the key informants of the bank like the Bank Manager, the Accountant and the Customer Service Consultant.

The researcher also interviewed some few staff of the bank, the customers of the bank and the local community around the area.

Table 2 – Showing Sample size

Respondents	No	Sample size
Key-informants	15	14
Bank staffs	20	19
Clients	100	80
Local community	85	70
TOTAL	220	183

In table II, the researcher used Amin (2005) case study approach to determine the sample size of the people. That is, out of every 10 key-informants, the researcher will take 10 as sample and the rest of the respondents will follow as indicated in the table above.

Table 3 showing sample methods.

Respondents	Sample size	Methods
Key-informants	14	Purposive
Bank staffs	19	Simple random s.
Clients	80	Simple random s.
Local community	70	Simple random s.
TOTAL	183	

Table III showing the sampling methods that the researcher used. For the key-informants, purposive sampling method was used as this focused mostly on attaining the purpose for which the research is intended.

For rest of the respondents, the researcher used simple random sampling because the information required was expected to represent fairly the views of a wider group.

3.3 Data collection methods

The data collection tools used compromise of;

- i. Questionnaires designed for response from the respondents'. This is where questionnaires were given to the respondents to fill the answers after which the filled-in questionnaires were used as source of data for analysis.
- ii. Face to face interviews with the respondents. This involved the researcher making physical visits to the respondents in the areas under study.
- iii. Telephonic conversations with officials at the various governmental and non-governmental establishments who had relevant information for this research effort. Internet search engines such as Google, Yahoo and Ananzi for acquiring data especially published works of earlier researchers on related topics were made use of.
- iv. Observations: This was where the researcher observed the activities of the banks especially at the customers service points
- v. Documentation: these included brochures, written materials available and also involved looking at the minutes of the staff meetings.

3.4 Data collection instruments.

- Questionnaires
- Interview guide
- Observation checklist
- Focus group discussions

3.5 Procedures for data collection.

Upon submission of the approved proposal to the supervisor, a letter of introduction from KIU was issued to the researcher. The letter was forwarded to the Bank Manager Stanbic Gulu, and where necessary, the manager wrote another introductory letter for the researcher for field introduction.

3.6 Data Analysis

The collected data was analysed through the use of tabulation where similar data having been grouped were entered appropriately, pie-charts and graphs were also be used to present the findings. In addition, the researcher made use of computer software Ms Excel to analyse the coded and edited data.

3.7 Data Reliability and Validity

In order to ensure the reliability and validity of the data, the researcher undertook to validate the collected data by doing a pre-testing action on the collected data. This was done by getting randomly sampled data and establishing their reliability and validity before conducting the final analysis.

3.9 Ethical considerations

Because of the sensitivity of matters relating to finances, the researcher used all information gathered purely for this research study. No information was passed onto other third party not part of this project.

CHAPTER FOUR

4.0 DATA ANALYSIS AND FINDINGS

4.1 Introduction

The purpose of this study was to assess the benefits that are derived from the introduction and implementation of modern technologies in the business sector with a special reference to the banking sector.

This chapter depicts the presentations of research findings collected in the previous chapter. The data obtained from the respondents was analyzed and is presented herein using table, charts and graphs for purposes of clarity and explicitness. This is done in consistence with the research questions earlier designed to guide the study.

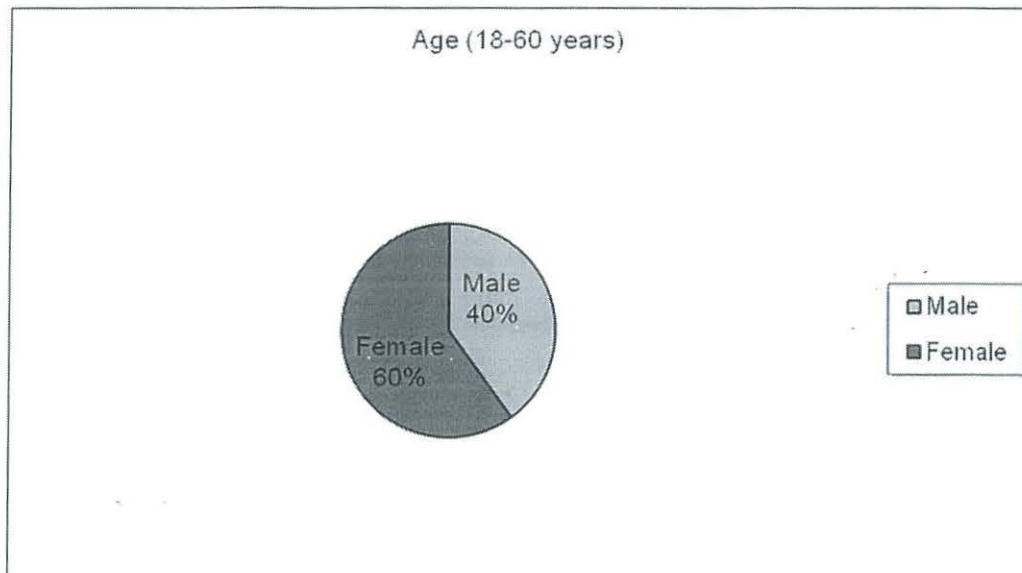
4.2 Demographics and socio-economic characteristics of the sample

Table 4

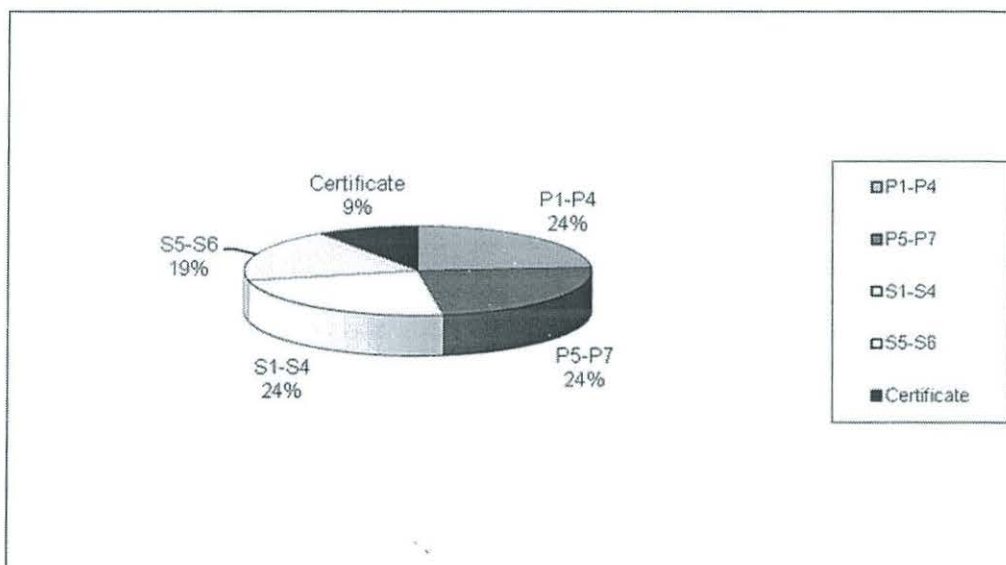
	Male	Female	Total
Age (18-60 years)	11	14	25
Gender (%)	46	54	100
Education levels	Male	Female	
P4-P5	2	3	5
P6-P7	3	2	5
S1-S4	2	3	5
S5-S6	1	3	4
Certificate	0	2	2
Diploma	2	1	3
Degree	1	0	1

Source: Primary data

Pie-chart 2: showing gender and age distribution between 18-60 years



Pie chart 3: Showing the distribution of education level of respondents.



The variables were age; gender and education levels and all these were qualitative variable. These were considered in order to generate personal data,

which was expected to have an influence on the understanding and management of how bank facilities operate.

Out of the 20 respondents interviewed 8; (40%) were male while 12; (60%) were female. This was due to purposive selection of respondents based on their access to bank services from Stanbic bank Gulu and other such banking facilities. From the foregoing, it's clear that there are more women involved in the banking activities than men. This is because as seen earlier, women appear to have a higher level of appreciating banking services than men.

In terms of education, there are respondents operating ATM' services who have lower and upper primary levels, secondary education at ordinary and advanced levels and a few at certificate higher-level education due to their inabilities to afford school dues levels. Most of the respondents indicated that even though they could not attain higher levels of education, the service offered due to the improved technology is so simple, easy and flexible to use and does not require specialised education.

4.3 Businesses and Organisational Management.

In order to determine whether the introduction of modern technology affected particular types of business settings, the researcher undertook to find out the impact of modern banking technologies on these business sectors. Traders in the trading, services, agriculture and animal husbandry were interviewed and the table below summarizes the interview structural framework.

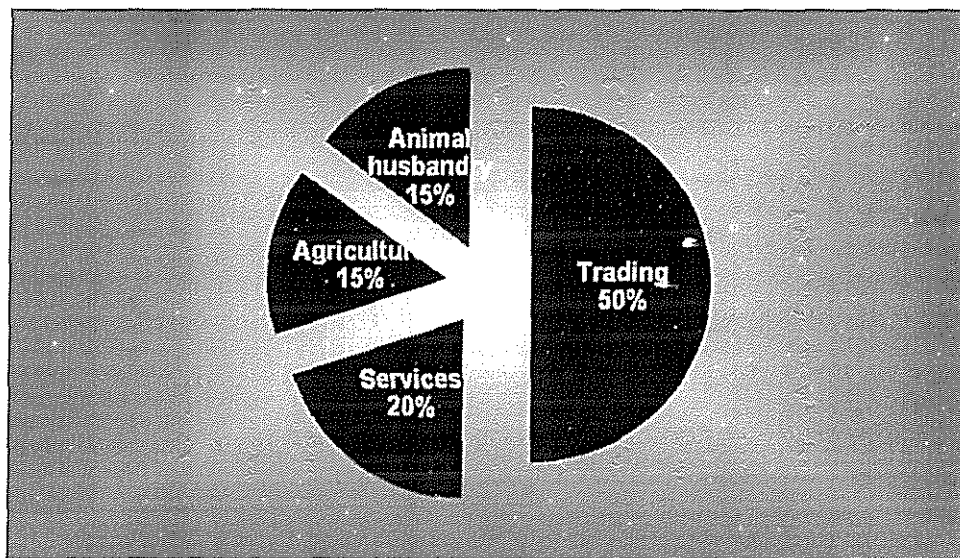
Table 5: Indicating Business and Management Variables.

Business Type	Number	Percentage (%)
Trading	10	50
Services	4	20
Agriculture	3	15
Animal husbandry	3	15
Years in production	Number of respondents	
1-5 years	8	40
6-10 years	6	30
> 10 years	6	30
Business management		
Training		
Trained Managers	4	20
Untrained Managers	16	80
Trained Employees	2	10
Untrained Employees	18	90

Source: Primary data.

The above table indicates that 50% of the respondents are trading 20% are in the service industry. The remaining 30% are distributed equally in the agricultural and animal husbandry industries respectively.

This can be clearly viewed in the split pie chart below:



Source: Primary data

The researcher discovered that in all the sectors, the operators are substantially satisfied with the modern banking technologies. In the service sector like hotels that operate even on weekends and on public holidays, with the advent of ATM's, monies for operations can be drawn at any time as long as power is on. Furthermore, traders reported their happiness that with modern banking technologies, they are now able to have their loan amortization schedules availed to them in and advance with all the accuracy they desire as opposed to the past where these were done in piece meals and sometimes with lots of inaccuracies. They are now able to plan their loan repayment more conveniently.

Those in the agricultural sector reported that because of modern technological models available at Stanbic bank, their proposals for loan facilities are evaluated much faster than before. They are able to undertake their agricultural activities promptly every season as opposed to the past where such evaluations delayed leading to them missing on some seasons since agriculture in Uganda is seasonal.

4.4 Bank management responses on new technologies

The Bank manager, Accountant and the business Consultant all concurred that with the advent of the introduction of modern technologies, there has been a substantial positive trend in the business activities at Stanbic bank Gulu branch and indeed at all their branches countrywide.

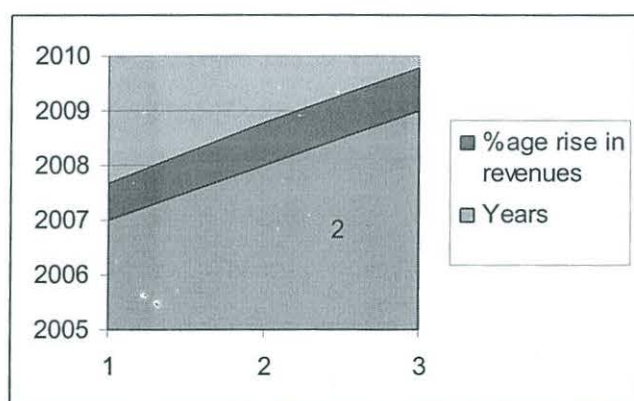
Because the financial trends of businesses are classified information, the Manager was able to only give the researcher statistical data in percentages and not figures and this is indicated below for the period under study:

Table 6: Showing revenue trends in percentages

Years	%age rise in revenues
2007	67 %
2008	77%
2009	79%

Source data: Secondary data

Graph showing revenue changes with new technology introduction



4.5 Information Availability

Most of the respondents (85%) in all categories (clients) consented that they are availed information when trying to access modern banking facilities. However, the remaining 15% complained that the information is not sufficient to enable them understand the details of the services on the performance of these new technologies. This may have a direct bearing on the numbers of new clients although the percentage looks small. With stiff competition in the banking sector, the bank management needs to address these issues.

Concerning the impact of tele-banking services, the researcher established that it had a positive impact on the small-scale ventures as up to 100% of the respondents argued that there is significant improvement on the volume of their business operations resulting from the additional convenience they derive as a result of the ease by which they can conduct their banking activities on phones.

However, 90% of the respondents felt that the charge rates of between 12% to 17% variation against finances transferred impacted negatively on their net profits. Also, 50% of the respondents intimated that there are always business shutdowns when service networks get switched off or are distorted technically.

In regards to what Stanbic Banks have done to ensure successful operations of their customers' businesses, the management of Stanbic bank Plc agreed that business training in management and utilization techniques of new technologies introduced be offered by them to their customers. This has gone a long way in improving their business performances.

Finally, the researcher found out that business ventures that benefit from The Stanbic bank services in the event that they find themselves in financial distress or inability to access services due to some technicalities of the new technological innovations always have access to the bank's customer relations officers who have given them the desired help.

4.6 Service charges management

20 respondents (100%) of the respondents interviewed on the issues regarding service charges levied agreed to having had some negative impact on charges levied for the new technologies introduced. A case in point where the frequent revision of transaction charges for the ATM's. Within the three years under study, the respondents intimated that the transactions charges for withdrawals, statements, deposits et al have been revised a hundredfold and always on the upper side. This has caused some customers to switch off to some other competitor banks like CERUDEB, KCBL, Barclays banks and others whose service charges appear fairly stable.

CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Objectives analysis

This study was conducted to establish the impact of the introduction of new technologies on business ventures with a special reference to Stanbic bank Gulu branch.

The specific objectives were: to determine the efficiency of modern information system brought to the banking sector benefiting both the rural and urban population, assess the extent to which technological changes affect productivity of the banking institution in Gulu, establish what kinds of such modern facilities like the introduction of the ATM machine being offered to clients by banks and, what conveniences have accrued to the customers; and to establish what the trends of bank services were in the past as compare to today where computers are in place and how these changes have impacted on customer satisfaction on one hand, and the bank' profitability and efficiency on the other hand.

5.2 Finding I

From the research findings, there has been a unanimous agreement by the respondents across the board who were interviewed that there has been considerable improvement in the quality, efficiency and flexibility that have been brought into their business domains with the advent of modern technologies.

5.3 Finding II

The respondents report increased productivities, timeliness in conducting their transactions almost on a 24 hour basis which was not possible in the earlier years.

5.4 Finding III

There are reported difficulties by some clients in managing to operate or cope up with the new technologies that are on offer at Stanbic bank Gulu branch and this is attributable mostly to the high illiterate levels of the population around the area.

5.5 Finding IV:

The ever increasing service charge is causing concern amongst the clients. This has led to a considerable number of clients fleeing to competitor banks hence impacting on the business turnover.

5.6 Finding V

Because of the introduction of the new technologies, the business volumes increased considerably although services charge fluctuations have started impacting negatively on the clientele lately.

5.7 Finding VI:

Fluctuations in electricity supply and the erratic service networks often affect the transactions of the bank's clients. This has often times affected the timeliness of the transactions of the clients leading to business losses.

5.8 Managerial and Policy Recommendations

The following are managerial policy recommendations that have accrued from the findings above:

- I. Management has to ensure continuous sensitization trainings of both new and old clients about the innovations that the banks keep bringing on board as this will enhance the confidence and knowledge of the clients about these services.
- II. There should always be standby power sources in times of power shut downs as this will ensure continuity of activities without interference with the clients' business schedules.

- III. Furthermore, management should endeavour to ensure that they have technicians who will mitigate as much as possible the effect of network interruptions as this was perceived to be one of the greatest impacts on the operations of new technological introductions at Stanbic bank Gulu branch; and indeed other branches.
- IV. Service charge rates fluctuations should be regulated and the continuous increments should be highly regulated as this will build confidence in the bank's clients.

5.9 Areas of further research

- To find out what are the causes of erratic services charges and get solutions to ensure they are well regulated.
- How Stanbic bank Gulu branch can improve further on customer capture and retention through the introduction of more technologically advanced facilities and portfolios.

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Questionnaires

INTERVIEW GUIDE

Clients of Stanbic Bank Gulu branch.

The effect of a new technology on the productivity of a business organization.

SEMI-STRUCTURED INTERVIEW

Interview guide on the effect of the introduction of a new technology on the performance of an organization.

You have been selected to participate in this study so as to get a representative picture of the situation in the organization. The information you will give will be treated with the strictest confidentiality it deserves and will be strictly used exclusively for this research effort.

1 Background.

- a) Age of respondent.....
- b) Gender.....
- c) Period that you have been a client to this bank.....
- d) What type of account do you operate: a) Savings b) Fixed deposit c) Current d) Joint e) Others (Specify).....

2. What other services do you access from this bank?

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.....

.....

3 Do you benefit from the operating the account mentioned above?

a) Yes ☐ b) No ☐

If yes, state what kind of benefits you derive from running these accounts

.....

If no, what would you consider to be the reasons that make you feel that you don't benefit (briefly)?

.....

4 Has the introduction of the Automatic Teller Machine (ATM) benefited you?

a) Yes ☐ b) No

If yes, state briefly how it has been benefited.

.....

5 Have you ever sent money through the banks transfer system before?

Yes ☐ b) No

How efficient in terms of timelines and convenience were those transactions?

a) Very efficient b) Efficient c) Not efficient d) Cumbersome

6 Do you face problems operating these accounts using the new technologies introduced?

a) Yes ☐ b) No

If yes, state the problems encountered

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- 7 What intervention methods have the management of the bank adopted to counter these problems?

.....

- 8 Do you think the charges made on the use of ATM's are higher than those made on transactions over the counter?

Yes ☐ b) No

If yes, give some brief

reasons.....

- 9 Outline briefly any four benefits you derive from the usage of the new banking technologies introduced by your bank.

a).....
 b).....
 c).....
 c).....

- 10 Do you own a mobile phone?

a) Yes ☐ b) No

If yes, are you registered with any mobile money service providers?

.....

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11 What benefits have you derived from the operation of a mobile money account?

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.....

12 Between using mobile money account and the formal bank account, which of the two is better?

a) Mobile account b) Formal bank account

Give brief reasons for your choice above

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QUESTIONNAIRE FOR BANK MANGEMENT STAFF

SECTION A

This questionnaire is part of the ongoing study on the effect of introducing new technology on the performance of an organization, a case study of Stanbic bank Gulu branch. I would like to humbly request you to be as honest and factual as possible while responding to this questionnaire. All information provided will be treated with the utmost confidentiality it deserves.

Instructions to respondents:

Do not indicate your names anywhere.

There is no right or wrong answers to these questions.

General information:

Gender: Male ☐ Female ☐

Name and address of the organization.....

Products/services that your bank offers

a).....

b).....

c).....

d).....

Gender of respondent.....

18-25 years ☐ 26-30 years ☐ 31-40 years ☐ 41-50 years ☐ 51 above ☐

Age of respondent.....

Position in the organization.....

Duration of service.....

Department.....

Marital status: Married ☐ Single ☐ Divorced ☐ Widowed ☐ Spinster ☐

SECTION B

Please indicate by ticking against or circling the letter you consider most appropriate.

1) Has the introduction of new technologies had any effect on organizational performance?

a) strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

2) The bank's core rejuvenated as a result of the introduction of new technologies.

b) strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

3) The organization has been able to increase its customer base as a result of the introduction of new technologies.

a) Strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

4) Because of proper utilization of the new technologies, management has been able to improve upon the quality of services offered.

c) strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

5) The organization faces little competition because of the high quality of services they offer to their clients.

d) Strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

6) The organization has been increasing its operations capacity as a result of the flexibility of the use of modern technologies.

e) Strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

7) The organization has been realizing an increase in profits because of its well motivated customers who have taken up more portfolios with the bank.

a) Strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

8) The introduction of mobile money transactions by telecom companies has heightened competition in the banking sector.

a) Strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

9) Government should enact laws that ban non-banking institutions from offering banking services.

a) Strongly agree b) Agree c) Disagree d) Not sure e) strongly disagree

10) Banks should conduct sensitization seminars for their clients so that they are in consistent understanding of the new technologies introduced.

a) Strongly agree b) Agree c) Disagree d) Not sure e) Strongly disagree

Thank you for your cooperation towards this academic endeavor.

Ms Achan Christine