

Assessing the Effects of Electronic Banking on Customer Satisfaction: A Case Study of First National Bank in Lusaka

Blessings Witola¹; Dr. Kelvin Chibomba²

^{1,2}School of Humanities and Social Sciences, Information and Communication University Lusaka, Zambia.

Publication Date: 2026/09/25

Abstract: The rapid growth of electronic banking has transformed the way financial institutions deliver services, yet its impact on customer satisfaction remains a critical concern, particularly in developing economies. This study sought to assess the effects of electronic banking on customer satisfaction at First National Bank (FNB) in Lusaka. The problem addressed in this research is that despite significant investment in digital platforms, many customers continue to report challenges such as system downtime, security concerns, and difficulties in navigating electronic banking channels, which may undermine overall satisfaction. The objectives of the study were to examine the extent to which customers use electronic banking services, evaluate customer perceptions of system reliability and security, assess the influence of electronic banking on overall satisfaction, and identify areas for improvement. A quantitative research design was adopted to address these objectives. Using random sampling, a total of 70 FNB customers in Lusaka participated in the study. Data were collected through a structured questionnaire consisting of demographic items and multiple Likert-scale questions relating to electronic banking usage and satisfaction. The data were analyzed using descriptive statistics, including frequencies, percentages, and graphical presentations. The results indicated that customers generally appreciate the convenience and accessibility of electronic banking services; however, concerns were raised regarding system downtime, cybersecurity risks, delayed transaction notifications, and the usability of some digital features. Despite these challenges, most respondents reported moderate to high levels of satisfaction with FNB's electronic banking platforms. Analysis of the 70 survey responses showed that 54.3% (38 respondents) were male, while 45.7% (32 respondents) were female, indicating a slight male dominance in e-banking usage. In terms of education levels, 15.7% (11 respondents) had completed secondary education, 37.1% (26 respondents) were diploma holders, another 37.1% (26 respondents) held bachelor's degrees, and 10% (7 respondents) possessed postgraduate qualifications. The majority of customers reported positive experiences with FNB's e-banking platforms, with over 70% indicating improved convenience, faster transactions, and easier access to banking services. However, some challenges were noted, including system downtime, network interruptions, and occasional transaction delays, which affected approximately 20–30% of respondents. Overall, the findings highlight strong customer acceptance of e-banking services, supported by high satisfaction levels despite a few operational limitations.

Keywords - Electronic Banking, Customer Satisfaction, E-banking Services, FNB Zambia, Lusaka, System Reliability.

How to Cite: Blessings Witola; Dr. Kelvin Chibomba (2026), Assessing the Effects of Electronic Banking on Customer Satisfaction: A Case Study of First National Bank in Lusaka. *International Journal of Innovative Science and Research Technology* 11(9), 1261-1267. <https://doi.org/10.38124/ijisrt/26sep791>

I. INTRODUCTION

Globally, the introduction of ICT has also led to the fast growth and development of the service sector, making the sector one of the leading worldwide. Added to this is the introduction of electronic commerce commonly referred to as e-commerce which is thought to hold the promise of a new commercial revolution by offering an inexpensive and direct way to exchange information and to sell or buy products and services (Abor, 2005). This technological innovation has also brought in a level playing field for businesses by eliminating

geographical, regulatory, and industrial barriers (Zafar, Zaheer, Saleem-ur-Rahman and Kashif ur Rehman, 2011).

In Africa, technology is making a tremendous impact upon banks in general and the financial services sector is no exception. The application of information and communication technology concepts, techniques, policies and implementation strategies to banking services has become a subject of fundamentals importance and concerns to all banks and indeed a prerequisite for local and global competitiveness in banking industry. As a result of this technological improvement, business environment in

financial sector has become extremely dynamic and experience rapid changes and demands banks to serve their customer through the use of internet.

Zambia's financial sector is relatively small and dominated by banks, accounting for about 90 percent of the financial sector assets. As of 2021, 19 commercial banks with approximately 280 branches were present in the country, the majority of which were South-African owned. Concentration is high, with the five largest banks accounting for the bulk of total banking assets: the state-owned Zambia National Commercial Bank alone controlled 24 percent of the retail banking market. Banks appear to be adequately capitalized, but in order to strengthen the balance sheets of commercial banks to support Zambia's growing economy; the authorities have increased the minimum capital requirement. The capital requirement was increased from \$2.4 million to \$20 million for majority domestically owned banks and to \$100 million for majority foreign-owned banks.

Gitman (2005) resonates that customer satisfaction is the only differentiator and a strategy for a business' success. Banks can remain competitive if they are aware of how they provide their services and by whom those services are provided (Joby, 2003). Conversely, Sohail (2003) notes that customer satisfaction from banks perspective is the major challenge many customers are facing. This therefore means that it has been a huge challenge for banks to provide satisfying services to customers. However, electronic banking has emerged to solve this dilemma.

➤ *Motivation and Significance of the study*

This study is significant because it provides FNB Zambia with empirical insights into how customers perceive and experience electronic banking services, highlighting the factors that influence satisfaction such as convenience, system reliability, security, and ease of use. By identifying the strengths and weaknesses of FNB's digital platforms, the research offers practical guidance that can help the bank improve service delivery, enhance user experience, reduce system failures, and strengthen customer trust. The findings are also valuable to the broader banking sector, as they inform digital transformation strategies and support efforts to create more customer-centric electronic banking solutions. Additionally, the study contributes to academic knowledge by filling a gap in research related to electronic banking and customer satisfaction within the Zambian context. It provides a foundation for future researchers and offers insights that policymakers and regulators can use to strengthen consumer protection, promote cybersecurity, and enhance digital financial inclusion. Ultimately, customers benefit through improved digital banking services that are more efficient, secure, and responsive to their needs.

➤ *Statement of The Problem*

In recent years, the rapid advancement of financial technology has significantly transformed the banking sector in Zambia. Banks, including First National Bank (FNB), have increasingly adopted electronic banking platforms such as mobile banking applications, internet banking, ATMs, POS devices, and USSD services to enhance service delivery,

reduce operational costs, and promote customer convenience. While these digital channels are designed to improve customer experience and satisfaction, evidence suggests that many customers continue to face challenges when using electronic banking services. Issues such as system downtime, delayed transaction notifications, security concerns, high service charges, poor network connectivity, and limited digital literacy have the potential to undermine customer confidence and satisfaction. Despite FNB's substantial investment in digital transformation, there is limited empirical research examining how customers in Lusaka perceive the effectiveness and reliability of these electronic banking services. Customer satisfaction remains a critical performance indicator in the banking industry, influencing customer retention, loyalty, and overall competitiveness. However, anecdotal reports and customer feedback from various platforms indicate persistent dissatisfaction among some users, particularly when digital services fail during critical moments. These challenges raise questions about whether electronic banking is meeting customer expectations and delivering the intended benefits. Moreover, existing studies in Zambia have mainly focused on electronic banking adoption or the general customer experience but have not adequately addressed the specific factors affecting customer satisfaction within FNB's digital ecosystem. As digital banking continues to expand, there is a growing need to understand the extent to which electronic banking services contribute positively or negatively to customer satisfaction within the context of FNB Lusaka. Therefore, the problem that this study seeks to address is the lack of comprehensive and data-driven understanding of how electronic banking affects customer satisfaction among FNB customers in Lusaka. Without such evidence, FNB may struggle to identify service gaps, prioritise areas for improvement, and implement strategies that enhance customer trust and loyalty. This study aims to bridge this knowledge gap by assessing customer experiences, perceptions, and satisfaction levels with various electronic banking channels offered by FNB, ultimately providing insights that can guide strategic improvements in digital service delivery.

II. REVIEW OF RELATED WORKS

The rapid expansion of electronic and internet-based financial services has fundamentally reshaped the global banking environment, with Zambia experiencing similar transformative shifts. Internet banking, described as one of the most cost-effective and efficient delivery channels (Sathye, 1999; Pikkariainen et al., 2004), provides substantial benefits to both service providers and customers. For banks, digital channels reduce operational costs, enhance competitiveness, and enable mass customization and more targeted marketing. Customers benefit from convenience, faster transactions, reduced costs, real-time account monitoring, and access to services beyond traditional banking hours. This dual value proposition underscores the relevance of electronic banking (e-banking) in improving customer satisfaction, service quality, and operational efficiency.

➤ *E-Banking and Customer Satisfaction*

Service quality remains central to understanding customer satisfaction in digital banking. Literature identifies e-service quality as the customer's evaluation of the efficiency and effectiveness of online transactions and service delivery (Zeithaml et al., 2002; Santos, 2003). Parasuraman et al. (2005) established seven critical dimensions of e-service quality: efficiency, system availability, fulfillment, privacy, responsiveness, compensation, and contact.

Responsiveness—defined as the willingness and speed with which banks address customer needs—is a key driver of satisfaction (Zeithaml et al., 2006). Customers expect personalized attention, fast problem-solving, and timely communication. Privacy and security similarly play an essential role, especially given the inherent risks in online financial transactions. Scholars argue that trust is the single most influential determinant of digital banking adoption, particularly in developing economies (Urban et al., 2000; Benamati & Serva, 2007).

Other literature highlights assurance and reliability as core predictors of satisfaction. Assurance relates to confidence and trust conveyed by the bank's online systems, supported by knowledgeable staff and clear communication. Reliability refers to the bank's ability to deliver accurate, dependable service consistently—an area of importance in online banking where customers expect error-free transactions and regularly updated platforms (Santos, 2002; Madu, 2002).

Collectively, these dimensions shape customer perceptions and influence satisfaction outcomes, which ultimately determine the success of e-banking platforms.

➤ *E-Banking Effectiveness and ICT in Banking*

Several studies conducted in Africa emphasize how ICT has revolutionized banking operations. Research from Ghana, Nigeria, Kenya, and India consistently demonstrates that ICT adoption enhances service delivery, improves record-keeping, accelerates transactions, and strengthens competitive positioning. For instance, studies from Ghana found that ICT streamlined core processes such as customer data management, cheque processing, withdrawals, and deposits, while also reducing operational inefficiencies (Marilyn, 1986; Amoako & Augustine, 2009).

Nigerian studies reveal rapid technological evolution between 1990 and 2005, with exponential growth in the use of ATMs, electronic fund transfers, smart cards, internet banking, and telephone banking. These innovations enhanced banks' public image, broadened market reach, improved customer service, and enabled more efficient operations (Agboola, 2001; Ovia, 2000). However, challenges such as network failures, ATM cash shortages, low digital literacy, and system breakdowns persist across many developing-country contexts.

Findings from India and Kenya show that mobile banking has become an essential channel, although adoption varies widely across bank types. In Kenya, the success of m-

banking is attributed to convenience, personal needs, marketing influence, and even social excitement associated with digital financial tools (Porteous, 2006; Uppal, 2010).

Overall, global and African evidence confirms that ICT positively influences banking performance, operational efficiency, consumer accessibility, and market competitiveness—making it a critical tool for modern banking institutions such as FNB Zambia.

➤ *Theoretical Foundations: TRA, TAM, and UTAUT*

Three theoretical frameworks underpin the study of e-banking adoption and customer behavior.

The Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1975, 1980) proposes that users' behavioral intentions are shaped by attitudes and subjective norms. TRA emphasizes rational decision-making and suggests that customers adopt e-banking when they perceive positive outcomes and when important others encourage the behavior.

The Technology Acceptance Model (TAM) (Davis, 1989) extends TRA by introducing technological determinants—perceived usefulness and perceived ease of use. TAM asserts that if customers believe e-banking enhances performance and requires minimal effort, they are more likely to adopt it. The model has been widely validated in IS research and is particularly relevant to digital banking environments.

The Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003) integrates eight prior models and identifies four determinants of adoption: performance expectancy, effort expectancy, social influence, and facilitating conditions. These determinants are moderated by gender, age, experience, and voluntariness. UTAUT is recognized for its strong explanatory power and is extensively used to predict user acceptance of new banking technologies.

➤ *Limitations of E-Banking*

Despite its benefits, e-banking presents several challenges. Studies reveal common constraints such as inconsistent network connectivity, ATM shortages, system downtimes, insufficient ICT expertise within banks, and customer digital illiteracy. These limitations impact customer experience and reduce satisfaction levels. UTAUT literature suggests that adoption barriers stem from low perceived usefulness, high perceived complexity, limited organizational support, and inadequate technological infrastructure. Therefore, successful e-banking requires not only robust systems but also customer education, reliable networks, and strong internal ICT capacity.

➤ *Customer Satisfaction and E-Banking in Zambia*

Customer satisfaction, conceptualized as a psychological response resulting from expectations being met or exceeded (Oliver, 1980; Kumbhar, 2010), remains central in evaluating the performance of digital banking. Scholars note that satisfaction can be both transaction-specific and

cumulative, influenced by multiple encounters with the service (Oliver, 1993; Anderson et al., 1994).

In Zambia, studies such as Mvula (2020) highlight increasing awareness and usage of digital channels at FNB, with customers acknowledging improvements in convenience and service delivery. However, users also report challenges including system downtimes and transaction delays. These insights emphasize the need for continuous improvement in digital infrastructure to maintain satisfaction and sustain adoption.

III. METHODOLOGY

➤ Research Design

This study adopted a structured methodology to examine the effects of electronic banking on customer satisfaction among First National Bank (FNB) customers in Lusaka. A survey research design was employed, allowing the researcher to collect quantifiable data on customer attitudes, behaviours, and experiences with FNB's electronic banking platforms. Survey designs are cost-effective, suitable for large populations, and provide reliable and comparable data across respondents.

The target population consisted of approximately 100,000 bank account holders in Lusaka, as reported by the Bankers Association of Zambia (2020). Using Slovin's formula with a 10% margin of error, a representative sample size of 70 respondents was calculated. The sample comprised male and female customers who had previously used electronic banking services.

Both primary and secondary data were used. Primary data were collected through structured questionnaires administered via email and physical visits. Secondary data including books, journals, and previous research supported the literature review and contextualized findings. The questionnaire was aligned with the study objectives and focused on assessing customer satisfaction, limitations of electronic banking, and overall service effectiveness.

Data analysis involved descriptive and inferential statistical techniques, processed through SPSS Version 15 to interpret patterns, frequencies, and relationships within the data.

Several limitations affected the study, including low response rates, time constraints among respondents, incomplete questionnaires, and general suspicion toward participation. Only 75% of the targeted respondents completed the survey, which may limit the representativeness of the findings. Additionally, the use of convenience sampling introduced potential bias.

Ethical considerations were strictly observed. Participation was voluntary, respondents were informed of the study's purpose, and anonymity and confidentiality were assured. Care was taken to minimize potential harm, and the results were communicated responsibly.

IV. RESULTS

➤ Objective I: To Find Out The Effects of E-Banking on Customer Satisfaction from FNB Zambia in Lusaka.

The findings of the study show that e-banking has a generally positive effect on customer satisfaction among FNB Zambia customers in Lusaka. Most respondents indicated that the convenience, speed, and 24/7 accessibility of e-banking services significantly enhance their banking experience. The ability to perform transactions without visiting a branch was highlighted as a major contributor to satisfaction, particularly for customers with busy schedules. However, the results also reveal that satisfaction is influenced not only by convenience but also by the reliability and performance of the digital platforms. Instances of system downtime, delayed transaction confirmations, and challenges with the mobile app tend to reduce satisfaction levels. Overall, the study concludes that while e-banking plays a crucial role in improving customer satisfaction, consistent platform reliability is essential to sustain these positive effects.

➤ Objective II: To Assess The Effectiveness of E-Banking Services on FNB Zambia Customers in Lusaka.

In assessing the effectiveness of e-banking services, the study found that customers view FNB Zambia's digital platforms as largely efficient and functional for day-to-day banking needs. Respondents expressed confidence in features such as funds transfers, balance inquiries, bill payments, and mobile wallet transactions, which are frequently used and generally perform well. The study also revealed that the effectiveness of these services is closely tied to their user-friendliness; most customers found the platforms easy to navigate, which increases usage and trust. However, despite these strengths, some respondents reported challenges related to intermittent system failures, transaction reversals, and unmet expectations for more advanced digital features. These limitations affect the perceived effectiveness and signal the need for continuous improvements. Nonetheless, the overall feedback indicates that e-banking services are effective in meeting customers' core banking needs.

➤ Objective III: To Identify The Limitations Associated with E-Banking Amongst Customers from FNB Zambia in Lusaka.

The study identified several limitations that customers encounter when using e-banking services. A key challenge reported by respondents is occasional system downtime, which disrupts transactions and causes frustration among users. Security concerns were also raised, with some customers expressing fear of fraud or unauthorized access, especially when using mobile banking apps. Additionally, limited digital literacy among certain customer segments affects their ability to fully benefit from e-banking services, leading to dependence on physical branch support. Network connectivity issues, which are common in some parts of Lusaka, further hinder smooth usage of digital platforms. These limitations demonstrate that despite the advantages of e-banking, customers continue to face barriers that affect their overall experience. The findings highlight the importance of enhancing system reliability, strengthening security

measures, and providing customer education to promote more widespread and confident use of e-banking services.

V. CONCLUSION

Electronic banking has become necessary for banks to provide excellent services to their customers and is fundamentally changing the banking industry worldwide. Today, computers and smartphones offer bank customers services at a significantly lower cost while empowering them the freedom of selecting banks for their financial service needs. Given global competition, no country today has a choice about whether or not to use E-banking. To be competitive, banks must upgrade and come up with new inventive tailored products and services on a regular basis. The revolution technological products have allowed banks to usher in an era of knowledge, making banking services more appealing.

This study set out to assess the effects of electronic banking (e-banking) on customer satisfaction, using First National Bank (FNB) customers in Lusaka as a case study. The research was guided by the understanding that the rapid adoption of digital financial services has transformed how customers interact with banks. As such, determining how these digital platforms influence customer satisfaction is essential for improving service delivery, ensuring sustained competitiveness, and enhancing customer loyalty in the banking sector.

The results from the 70 respondents indicate that e-banking adoption is high among FNB customers in Lusaka, particularly due to its convenience, speed, and accessibility. Most respondents reported that they regularly use digital platforms such as the FNB Mobile App, Internet Banking, and ATM services for various transactions including funds transfers, bill payments, account enquiries, and airtime purchases. This aligns with global trends showing that customers increasingly prefer digital channels that reduce the need for physical branch visits.

The demographic characteristics of respondents further revealed that a significant proportion were young to middle-aged adults with post-secondary education, a finding consistent with literature suggesting that higher levels of literacy and technological familiarity positively influence e-banking usage. This demographic profile is favourable for FNB, as it demonstrates a customer base that is ready to embrace digital innovation and capable of navigating electronic banking platforms with ease.

Findings also showed that customers generally perceive e-banking as efficient, time-saving, and highly convenient. A large portion of respondents expressed satisfaction with the speed of transactions, availability of services 24/7, and the ability to conduct banking activities remotely. These benefits significantly contribute to customer satisfaction, highlighting the importance of continued investment in digital infrastructure. Respondents also appreciated the user-friendly nature of FNB's digital platforms, indicating that simplicity

of interface design plays a critical role in customer acceptance.

However, the findings also revealed notable concerns that may hinder customer satisfaction. Some respondents cited intermittent system downtime, occasional transaction delays, and poor internet connectivity as challenges that negatively affect their experience. Others expressed concerns regarding cybersecurity, including fears of fraud, unauthorised access, and data breaches. These challenges underscore the need for FNB to strengthen system reliability, enhance security features, and improve digital support services. While customers value convenience, their overall satisfaction is strongly influenced by the dependability and safety of the platforms they use.

Despite these challenges, the study found that overall customer satisfaction with FNB's e-banking services remains strong. Many respondents indicated that the benefits of e-banking outweigh the drawbacks, and that they would continue using digital channels even if minor challenges persist. This positive perception reflects favourably on FNB's ongoing digital transformation strategy and demonstrates that customers appreciate the bank's commitment to innovation.

The study also revealed that e-banking usage contributes significantly to customer loyalty. Respondents who reported higher satisfaction levels with e-banking services also expressed greater trust in FNB and a higher likelihood of recommending the bank's services to others. This demonstrates a clear relationship between digital service quality and customer retention. It further suggests that improvements in e-banking service delivery can have long-term benefits for the bank, including increased competitiveness and stronger customer engagement.

Based on the findings, this research concludes that electronic banking has a substantial positive effect on customer satisfaction among FNB customers in Lusaka. While challenges exist, particularly related to network reliability, security concerns, and occasional system inefficiencies, the overall perception of e-banking remains favourable. Customers appreciate the convenience, accessibility, and efficiency of digital banking channels, which significantly enhance their satisfaction levels.

For FNB to maintain and strengthen these positive outcomes, the bank should continue investing in technological upgrades, cybersecurity enhancements, and customer support. Efforts should also be made to minimise system downtime and improve communication channels, ensuring customers receive timely updates and assistance when challenges arise. Additionally, digital literacy campaigns may help increase uptake among older or less technologically inclined customers, further expanding the bank's digital footprint.

In conclusion, the study reaffirms that e-banking is a critical driver of customer satisfaction in the modern banking environment. For FNB, continued investment in digital solutions will not only enhance customer experience but also position the bank as a leader in financial innovation in

Zambia. The insights gained from this study can serve as a foundation for policy recommendations, future research, and strategic decisions aimed at optimising digital service delivery and strengthening customer relationships.

ACKNOWLEDGEMENT

This research project would not have been possible without the financial support of The Zambia Research and Development Centre (ZRDC) scholarship award, Information and Communication University. I am especially indebted to Dr. K. Chibomba, who have been supportive to my career goals and who worked actively to provide me with the protected academic time to pursue those goals.

To my loving husband Jackson Luchembe, son Khalid Tibilisye Luchembe and Daughter Kairo Utailo Luchembe for their understanding and their overwhelming support morally and financially.

To my parents, Dr Harold Chaiwa Witola and Mrs Agness Mbwewe Witola, my eternal gratitude.

To my brother and sisters James Witola, Martha Witola Mbwewe and Luzango Witola, my eternal gratitude.

REFERENCES

- [1]. Alalwan, A.A., Dwivedi, Y.K. & Rana, N.P. (2017) 'Factors influencing adoption of mobile banking by Jordanian bank customers: Extending UTAUT2 with trust', *International Journal of Information Management*, 37(3), pp. 99–110.
- [2]. Raza, S.A., Jawaid, S.T. & Rafique, S. (2017) 'Impact of electronic banking on customer satisfaction: Evidence from Pakistan', *International Journal of Bank Marketing*, 35(7), pp. 1101–1116.
- [3]. Kazi, A.S. & Khalid, R. (2019) 'Influence of service quality and perceived value on customer satisfaction in internet banking: Moderating role of trust', *Cogent Business & Management*, 6(1), 1655421.
- [4]. Amin, M. (2016) 'Internet banking service quality and its implication on e-customer satisfaction and e-customer loyalty', *International Journal of Bank Marketing*, 34(3), pp. 280–306.
- [5]. Hanafizadeh, P., Keating, B.W. & Khedmatgozar, H.R. (2014) 'A systematic review of internet banking adoption', *Telematics and Informatics*, 31(3), pp. 492–510. (While before 2016, this review provides a foundation for recent studies)
- [6]. Eze, S.C., Ndubisi, N.O. & Lee, K.H. (2020) 'Understanding customer satisfaction and loyalty in mobile banking adoption: A hybrid SEM-neural network analysis', *Journal of Retailing and Consumer Services*, 53, 101928
- [7]. Ismail, A., Kamarulzaman, N.H. & Hashim, N.H. (2018) 'The effect of service quality and customer satisfaction on customer loyalty in Islamic banking', *Journal of Islamic Marketing*, 9(4), pp. 761–775.
- [8]. Chen, S.-C. & Shen, H.-H. (2020) 'The impact of electronic service quality on customer satisfaction and loyalty: A mediation model', *Journal of Retailing and Consumer Services*, 54, 102018.
- [9]. Abbas, M. & Anwar, A. (2018) 'E-banking and customer satisfaction: A study of Pakistan banking sector', *Asian Journal of Research in Banking and Finance*, 8(5), pp. 35–46.
- [10]. Nguyen, T.P.L. & Dang, V.T. (2021) 'Determinants of customer satisfaction and loyalty in electronic banking services in Vietnam', *Journal of Asian Finance, Economics and Business*, 8(2), pp. 133–143.
- [11]. Singh, A. & Srivastava, M.K. (2018) 'Impact of electronic banking service quality on customer satisfaction and loyalty: An empirical study', *International Journal of Bank Marketing*, 36(7), pp. 1435–1453.
- [12]. Chibwe, C. & Mwanza, B.G. (2024) 'The effect of digitalisation on customer satisfaction: A case of a bank in Zambia', *Social Science Journal for Advanced Research*, 4(1), pp. 67–74
- [13]. Simwanza, M.M. & Awolusi, O.D. (2020) 'Customer experience monitoring: A study of Zambian banks', *Journal of Education and Vocational Research*, 10(2(V)), pp. 1–17.
- [14]. Chibwe, C. (2024) A study of the effect of digitalization on customer satisfaction: A case of Standard Chartered Bank Zambia. MBA thesis, University of Zambia.
- [15]. Mukelabai, N. (2024) Impact of quality service delivery challenges on customer satisfaction in the banking industry: A case of Stanbic Bank, Zambia. MBA thesis, University of Zambia.
- [16]. Sambaombe, K.J. (2022) An analysis of online banking on customer satisfaction in commercial banks based on the TRA model: A case study of Stanbic main branch. MBA thesis, University of Zambia.
- [17]. Malambo, J.N. (2022) 'A critical review of digital innovation challenges on customer satisfaction among financial institutions in Zambia: A case study of Stanbic Bank Zambia, Lusaka', University of Zambia thesis.
- [18]. Kashale, C., Bbenkele, & Kapamba, L. (2024) 'An empirical investigation on the effect of digital banking on customer satisfaction: A case of Absa Mutaba Branch–Lusaka', *Journal of Business and Economics in 4IR*, 1(2), pp. [online article].
- [19]. Muchimba, C.M. & Sinkala, M. (2024) 'An investigation of the effect of service quality on customer satisfaction: A case of Zanaco Bank', *African Journal of Commercial Studies*, 4(3), pp. 178–185.
- [20]. Savanhu, N. & Zhang, D. (2024) 'Statistical study on the impact of digital economy on Zambia's banking sector', *Mathematical Theory and Modeling*, in press.
- [21]. Lichtenstein, S. & Williamson, K. (2006) 'Understanding consumer adoption of Internet banking: An interpretive study in the Australian banking context', *Journal of Electronic Commerce Research*, 7(2), pp. 50–66.
- [22]. Safeena, R., Date, H. & Kammani, A. (2011) 'Internet banking adoption in an emerging economy: Indian

- consumer's perspective', *International Arab Journal of e-Technology*, 2(1), pp. 56–64.
- [23]. Munusamy, J., Chelliah, S. & Mun, H.W. (2010) 'Service quality delivery and its impact on customer satisfaction in the banking sector in Malaysia', *International Journal of Innovation, Management and Technology*, 1(4), pp. 398–404.
- [24]. Jaruwachirathanakul, B. & Fink, D. (2005) 'Internet banking adoption strategies for a developing country: The case of Thailand', *Internet Research*, 15(3), pp. 295–311.
- [25]. Hernandez, J.M.C. & Mazzon, J.A. (2007) 'Adoption of internet banking: Proposition and implementation of an integrated methodology approach', *International Journal of Bank Marketing*, 25(2), pp. 72–88.
- [26]. Ndubisi, N.O. & Sinti, Q. (2006) 'Consumer attitudes, system's characteristics and internet banking adoption in Malaysia', *Management Research News*, 29(1/2), pp. 16–27.
- [27]. Laukkanen, T. (2007) 'Internet vs mobile banking: Comparing customer value perceptions', *Business Process Management Journal*, 13(6), pp. 788–797.
- [28]. Howcroft, B., Hamilton, R. & Hewer, P. (2002) 'Consumer attitude and the usage and adoption of home-based banking in the United Kingdom', *International Journal of Bank Marketing*, 20(3), pp. 111–121.