

Metropolitan Journal Of Academic Multidisciplinary Research

ISSN: 3006-4384

Vol. 5 Issue 3, March- 2026, Pages: 40-110

**MOBILE BANKING AND FINANCIAL PERFORMANCE OF COMMERCIAL BANKS IN UGANDA: A
CASE OF UNITED BANK FOR AFRICA (UBA), JINJA ROAD BRANCH KAMPALA UGANDA**

**BY
ENOCK TWASIIMA
23/MBA/003/KC**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND RESEARCH IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF
MASTER OF BUSINESS ADMINISTRATION AND MANAGEMENT OF METROPOLITAN
INTERNATIONAL
UNIVERSITY**

DECEMBER, 2025

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

Corresponding: Author: journals.miu.ac.ug 40



DECLARATION

I, **Twasiima Enoch**, hereby declare that the information stated herein is based on my knowledge and experience. Any part of this dissertation has not been copied or reported in any other institution of higher learning.

Sign..... **Date**.....
Reg No.....

APPROVAL

This dissertation on mobile banking and financial performance of commercial banks in Uganda has been submitted with my approval as a University supervisor

SIGNATURE **DATE**

Dr. Martin Bakundana
(SUPERVISOR)



DEDICATION

This Dissertation is dedicated to the family Mr. Luke and Miss Mauda who have been supportive financially and spiritually, to my friends like Ninsiima Chrisogon and my supervisor Dr. Martin Bakundana.

I thank you all for your guidance and support during my academic journey

ACKNOWLEDGEMENT

I extend my sincere gratitude to the Almighty God for the gift of life, strength, and wisdom that have enabled me to successfully complete this dissertation. His guidance has been my source of courage and perseverance throughout this academic journey. My deepest appreciation goes to my supervisor, Dr. Martin Bakundana, for his unwavering support, constructive guidance, and exceptional mentorship. His insightful comments, patience, and commitment to academic excellence greatly shaped the quality of this research. It has been an honour to learn under his supervision. I am profoundly grateful to the management and staff of United Bank for Africa (UBA), Jinja Road Branch, Kampala, for their cooperation, valuable information, and willingness to participate in this study. Their support made it possible to collect relevant data for the successful completion of this dissertation. Special thanks go to my parents, Mr. Luke and Miss Mauda, whose love, prayers, and moral support have been the foundation of my academic progress. Their sacrifices and constant encouragement motivated me to pursue my dreams with determination. I also express heartfelt appreciation to my friends, particularly Ninsiima Chrisogon, for their encouragement, companionship, and assistance throughout the research process. Their support created an enabling environment for me to thrive academically. Lastly, I extend my gratitude to all lecturers, colleagues, and members of the School of Graduate Studies and Research at Metropolitan International University for contributing to my academic growth in various ways. Every interaction, discussion, and shared experience enriched my learning journey.

LIST OF ACRONYMS

ATM	Automatic Teller Machine or Automated Teller Machine
BOU	Bank of Uganda
E-banking	Electronic Banking
E-commerce	Electronic Commerce
EFT	Electronic Funds Transfer
ICT	Information Communication Technology
M-banking	Mobile Banking
UBA Uganda	United Bank for Africa (Uganda) Limited
MTN	Mobile Telephone Network
M-transactions	Mobile Transactions
PDA	Personal Digital Assistant
SMS	Short Message Services
UGX	Ugandan Shilling
US\$	United States of America Dollar

List of tables

Table 1: Demographic Characteristics of Respondents	74
Table 2: Descriptive Statistics on Mobile banking technology used at UBA (Uganda) limited	75
Table 3: Regression Analysis between Mobile banking technology and Financial Performance	78
Table 4: Analysis of Variance	79
Table 5: Coefficients.....	79
Table 6: Descriptive Statistics on the adoption of mobile banking services at UBA (Uganda) Ltd.....	80
Table 7: Regression Analysis between adoption of mobile banking services and financial performance of UBA (Uganda) Limited.....	83
Table 8: Analysis of Variance	83
Table 9: Coefficients.....	83
Table 10: Relationship between mobile banking and financial performance of UBA (Uganda) Limited	84
Table 11: Relationship between mobile banking and financial performance of UBA (Uganda) Limited	87
Table 12: Financial performance of UBA (Uganda) Limited.....	88
Table 13: Multiple Linear Regression Analysis between Mobile Banking, Mobile Banking Technology, Adoption of Mobile Banking Services and Financial Performance	90
Table 14: Analysis of variance	91
Table 15: Coefficients.....	91



List of Figures

Figure 1: Conceptual framework56



Table of Contents

DECLARATION.....	41
APPROVAL.....	41
DEDICATION.....	42
ACKNOWLEDGEMENT.....	43
LIST OF ACRONYMS.....	44
List of tables.....	45
List of Figures.....	46
Abstract.....	50
CHAPTER ONE.....	51
INTRODUCTION.....	51
1.0 Introduction.....	51
1.1 Background to the Study.....	51
1.1.1 Historical Background.....	51
1.1.2 Theoretical Background.....	52
1.1.3 Conceptual Background.....	53
1.1.4 Contextual Background.....	53
1.2 Statement of the problem.....	54
1.3 General Objective.....	55
1.3.1 Specific Objectives.....	55
1.3.2 Research Hypothesis.....	55
1.4 Conceptual Framework.....	56
1.5 Scope of the study.....	56
1.5.1 Content scope.....	56
1.5.2 Geographical scope.....	56
1.5.3 Time scope.....	57
1.6 Significance of the study.....	57
1.7 Justification of the study.....	57
1.8 Definition of Key Terms.....	57
CHAPTER TWO.....	59
LITERATURE REVIEW.....	59

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

2.0 Introduction.....	59
2.1 Theoretical Review	59
2.2 Empirical Review	60
2.2.1 Mobile banking	60
2.2.2 Financial Performance.....	60
2.3 Review of related Literature	61
2.3.1 Mobile banking technology used at commercial banks	61
2.3.2 The factors influencing the adoption of mobile banking services	62
2.3.3 Relationship between mobile banking and financial performances	63
2.4 Gap Identified	65
CHAPTER THREE.....	66
METHODOLOGY	66
3.0 Introduction.....	66
3.1 Research Design.....	66
3.2 Target Population of the study	66
3.3 Sample size Determination	66
3.4 Data Collection methods.....	67
3.5 Data collection instruments	68
3.6 Sampling techniques	68
3.6.1 Simple Random Sampling	68
3.6.2 Purposive Sampling	69
3.7 Data collection procedure.....	69
3.8 Data Quality.....	69
3.9 Data processing and analysis.....	70
3.10 Ethical Consideration to the study.....	71
3.12 Anticipated Limitations of the study	72
CHAPTER FOUR	74
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	74
4.0 Introduction.....	74
4.1 Demographic Characteristics of Respondents	74
4.2 Mobile banking technology used at UBA (Uganda) limited a case study of United Bank for Africa,	

Jinja Road Branch Kampala Uganda.	75
4.3 Factors influencing the adoption of mobile banking services at UBA (Uganda) Ltd.....	80
4.4 Relationship between mobile banking and financial performance of UBA (Uganda) Limited.....	84
4.5 Financial performance of UBA (Uganda) Limited.....	88
CHAPTER FIVE	93
FINDINGS OF THE STUDY, CONCLUSIONS AND RECOMMENDATIONS.....	93
5.0 Introduction.....	93
This chapter discusses summary, conclusion and recommendations in relation to the study findings and study objectives follows; the relationship between mobile banking and the financial performance of commercial banks in Uganda.....	93
5.1 Findings of the study.....	93
5.1.1 Mobile banking technology used at UBA (Uganda) Limited a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.	93
5.1.2 Adoption of mobile banking services at UBA (Uganda) Ltd	94
5.1.3 Relationship between mobile banking and financial performance of UBA (Uganda) Limited.....	95
5.2 Conclusions.....	96
5.2.1 Mobile banking technology used at UBA (Uganda) Limited a case study of United.....	96
Bank for Africa, Jinja Road Branch Kampala Uganda.	96
5.2.2 Adoption of mobile banking services at UBA (Uganda) Ltd	97
5.2.3 Relationship between mobile banking and financial performance of UBA (Uganda) Limited.....	97
5.3 Recommendations.....	98
5.3.1 Mobile banking technology used at UBA (Uganda) Limited a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.	98
5.3.2 Adoption of mobile banking services at UBA (Uganda) Ltd	98
5.3.3 Relationship between mobile banking and financial performance of UBA (Uganda) Limited.....	99
5.4 Areas for Further Studies	99
References.....	101
APPENDIX I: QUESTIONNAIRE	107
APPENDIX II: INTERVIEW GUIDE	110

Abstract

This study examined the effect of mobile banking on the financial performance of commercial banks in Uganda, focusing on the United Bank for Africa (UBA), Jinja Road Branch. The study was guided by the Excellence Theory, specifically the Strategic Constituencies Approach, which posits that organizational success depended on how effectively it satisfied the needs of critical stakeholders. The theory's applicability in this study lay in its emphasis on customer satisfaction, technological responsiveness, and efficiency enhancement elements that are essential for understanding how mobile banking services influence financial performance. Its relevance was demonstrated through the growing demand for digital financial services among customers, requiring banks to align mobile banking technologies with stakeholder expectations to enhance performance. A cross-sectional research design was adopted, using both quantitative and qualitative approaches. Data were collected from 120 respondents selected through purposive and simple random sampling. Questionnaires, interviews, and document review formed the primary instruments of data collection. Quantitative data were analyzed using descriptive statistics, correlation, and regression analysis, while qualitative data were analyzed thematically. The first objective assessed the mobile banking technologies used at UBA. Results indicated high usage of mobile applications, USSD (919#), internet banking, and digital payment systems. Regression results showed that mobile banking technology had a strong positive effect on financial performance ($R = 0.734$; $R^2 = 0.538$; $p = 0.000$). This implied that 53.8% of the variation in financial performance was explained by mobile banking technologies. The second objective examined factors influencing the adoption of mobile banking services. Findings revealed that accessibility, perceived usefulness, system security, management commitment, and customer awareness significantly influenced adoption. Descriptive results showed that over 70% of respondents agreed that mobile banking at UBA was convenient, fast, and reliable. However, a section of customers expressed concerns about system downtime and fraud risks, which occasionally hindered full adoption. The third objective investigated the relationship between mobile banking and financial performance. Results revealed a significant positive relationship ($r = 0.681$; $p < 0.05$). Multiple regression further indicated that mobile banking, mobile banking technology, and mobile banking service adoption jointly explained 57.4% of the changes in financial performance ($R^2 = 0.574$). Key indicators such as deposit growth, dormant account recovery, and loan recoveries improved significantly with increased mobile banking usage. The study concluded that mobile banking had a substantial and positive impact on the financial performance of UBA. The adoption of diverse and user-friendly digital channels enhanced operational efficiency, customer satisfaction, and revenue generation. It was also concluded that the relevance of the Strategic Constituencies Approach was demonstrated through UBA's ability to meet stakeholder expectations by offering reliable digital services. The study recommended that UBA should strengthen its mobile banking infrastructure to minimize system downtime, enhance customer awareness programs to increase adoption, and invest further in cybersecurity measures to address customer concerns about digital fraud.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

The study's background, problem statement, purpose, objectives, research questions, hypotheses, scope, importance, and justification were all presented in this chapter, along with an operational explanation of terms and ideas.

1.1 Background to the Study

This section was divided into the historical, theoretical, conceptual, and contextual backgrounds to the study.

1.1.1 Historical Background

Management performance had traditionally been evaluated at the end of a financial year to gauge the overall success and efficiency of a business (Robbins & Coulter, 1996). Historically, critiques of the laissez-faire economic system by early economists like Adam Smith exposed its shortcomings, which contributed to the industrial revolution and highlighted the need for greater state intervention (Alex & Kazaara, 2023). This shift paved the way for formal management practices that influenced both industry and political policies globally. By the 1920s, organizations began introducing performance measurement systems to assess staff productivity and efficiency (Armstrong & Baron, 1998). Over time, particularly through the work of theorists like McGregor in 1957, management evolved to focus more on individual personality traits and employee motivation (Ntirandekura, Friday, et al., 2022). The period between 1929 and 1932, often regarded as the “golden age” of labor, saw a surge in unionism and legal support for organized labor, prompting managers to move beyond purely task-oriented approaches to better understand and meet employees’ needs (Leslie & Lloyd, 2000). In the 21st century, leadership had shifted further towards “servant leadership,” emphasizing the importance of leaders supporting their employees as key to achieving organizational goals, rather than the traditional authoritative “owner-manager” style of the 19th century (Bosman, 2009).

Mobile banking adoption exhibits notable variation across regions. In Europe and North America, despite widespread smartphone ownership, the average mobile banking adoption rate is estimated at around 38%, with the United Kingdom leading the way as a mature market that had developed over the past eight years (KPMG, 2015). The African mobile banking story began in 2008, spurred by telecom innovations, especially in South Africa where the customer base grew significantly from 2008 to 2009 (Africa Economic Brief, 2010). Mobile banking quickly became a convenient and accessible means of payment and electronic money storage, allowing users to transfer funds efficiently even in areas lacking traditional banking infrastructure (Julius & Desire, 2025). This convenience was bolstered by immediate transaction notifications, contributing to its popularity (Laukkanen & Lauronen, 2005). Kenya’s Safaricom pioneered financial inclusion with the M-PESA platform, inspiring similar mobile banking innovations across the continent (Apati, 2011).

About 90% of financial services in Uganda were provided by the private sector, which was governed by the Central Bank. Cooperative societies were the first government initiatives to include citizens in official financial operations; these had now developed into decentralized Savings and Credit Cooperative Organizations (SACCOs) to make credit more easily accessible(Derrick, Nelson, Ariyo, et al., 2023). By allowing users to send and receive money electronically, mobile money services which were first introduced by MTN Uganda in 2009 in partnership with Stanbic Bank transformed financial activities. In order to advance financial inclusion, this invention sparked the creation of other mobile money platforms, including as Airtel Money, Africell Money, MCash, Ezeemoney, M-Sente, and Payway, all of which partnered with commercial banks (Bank of Uganda Annual Supervision Report, 2014). The increasing acceptability and integration of digital financial platforms in urban areas like Kampala was reflected in the adoption of mobile banking services by banks like UBA Uganda Ltd. by the end of 2013(Alex & Julius, 2024). This was done so that customers of Centenary Bank could check their balances, get statements, and more while they were on the go. Additionally, customers would purchase mobile credit and pay for utilities (UBA (Uganda) Ltd report, 2014).

1.1.2 Theoretical Background

This study, which bases its analysis on Grunig's "Excellence Theory," looks at how mobile banking affected Ugandan commercial banks' financial performance (1985). Goal Attainment, Systems, Competing Values, and Strategic Constituencies were the four main viewpoints from which this theory was developed(Lydia et al., 2023). Because it emphasized the significance of determining the elements that propel organizational effectiveness and efficiency, the Strategic Constituencies approach stands out among the others as being especially pertinent to comprehending how mobile banking affects the financial performance of Ugandan commercial banks(K. Paul et al., 2023). This hypothesis was used in the study to examine the ways in which different facets of mobile banking impact Ugandan commercial banks' financial results.

The Strategic Constituencies Approach states that UBA (Uganda) Ltd maintains its operations by successfully satisfying the demands of its stakeholders. This strategy was beneficial since UBA (Uganda) Ltd places a high priority on responding to stakeholder requests and customer needs in order to achieve organizational success. Furthermore, the bank pursues a number of goals that support the interests of various constituencies, which was in line with the Strategic Constituencies Approach's tenets(Winny, Kazaara, et al., 2023). In order to prioritize and accomplish the most important goals for its stakeholders, UBA (Uganda) Ltd. must strike a balance between the values of its strategic constituency and its own organizational goals. This was where the Competing Values Approach comes in(Julius, 2024). The Goal Attainment Approach suggests that UBA (Uganda) Ltd's effectiveness can be measured by its success in reaching its goals, providing a useful framework for evaluating the bank's financial performance in relation to its mobile banking strategy(Ivan et al., 2023). Meanwhile, the Systems Approach

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

emphasized the importance of a reciprocal relationship between the bank and its external environment, positing that effectiveness is achieved through this dynamic interaction (Von Bertalanffy, 1969). Given the rapid changes in today's environment, organizational goals must continuously adapt, making it increasingly difficult to identify and prioritize strategic constituencies (Ntirandekura, Friday, et al., 2022). Consequently, different stakeholders often applied varied criteria when assessing the effectiveness of UBA (Uganda) Ltd.

1.1.3 Conceptual Background

The term "mobile banking" described the electronic execution of financial transactions using mobile devices or the internet. Through banks, who maintain escrow accounts for mobile network providers where cash deposits are made, actual currency was transformed into electronic money, or e-money, in this process. The electronic money transfer was then made possible by the banks (Irumba et al., 2024). In essence, a mobile account was a virtual account connected to a mobile telecom provider that enables users to send, receive, and keep money to other mobile accounts, such as those of banks or agencies. Customers did a number of tasks with mobile banking, including moving money, checking account balances, requesting transaction or mini statements, and asking questions about foreign currency (Bank of Uganda, 2013). Mobile banking also encompassed the use of mobile phones and Personal Digital Assistants (PDAs) to access banking services (Porteous, 2006). It involved initiating or completing transactions using electronic devices to purchase goods, access services, or perform any bank-related financial activities (Tiwari, Herstatt & Buse, 2006).

This study focused on several key variables and their dimensions. Financial performance is evaluated through deposit growth, the recovery of dormant accounts, and loan recoveries (Irumba et al., 2024). Mobile banking channels are analyzed by considering the use of USSD (Unstructured Supplementary Service Data), internet banking, and mobile banking applications (Victor et al., 2022). Additionally, management commitment was assessed as a critical factor influencing the successful implementation and utilization of mobile banking services. Finally, the study examines customers' attitudes toward credit, recognizing that their perceptions and acceptance significantly impact credit uptake and repayment behavior within mobile banking platforms (Derrick, Nelson, Kazaara, et al., 2023).

1.1.4 Contextual Background

In Uganda, mobile money had developed into a crucial instrument for improving financial inclusion. Since mobile phones are so widely used, more than 40% of people have access to mobile money accounts. Telecom companies continue to provide these services because they were profitable (Alex et al., 2024). According to the Uganda Communications Commission Report (2015), mobile money transactions in Uganda totaled 32.5 trillion Ugandan shillings (about US \$9.76 billion) in 2015, a 35% increase from the year before (Annet et al., 2023). Furthermore, taxes on mobile money had grown to be a significant source of income for the government (Bank of Uganda, 2015).

Stricter regulatory frameworks required to control the rise of mobile banking, which the Bank of Uganda predicts was soon become a mainstay of the country's payment system (BOU, 2013). According to reports from the Uganda Communications Commission (2016), traditional financial service providers including commercial banks were seeing increased competition from mobile banking(Gracious, 2023). By the end of 2016, there were 400,000 more mobile money accounts than the year before(Alex & Julius, 2024). Accordingly, the overall amount of mobile money transactions increased from 32.7 trillion Ugandan shillings in 2015 to 43.8 trillion in 2016. A greater uptake and use of mobile financial services, such as mobile banking, is suggested by the disproportionate increase in transaction value in relation to the number of accounts.

The banking sector leads Uganda's financial services sector, which also included the insurance, microfinance, and investment industries. The Bank of Uganda regulated the whole financial industry in accordance with the Financial Institutions Act of 2014, making sure that capital needs and regulatory criteria were met. Of Uganda's 25 licensed commercial banks, 19 had partnered with mobile network operators to implement mobile banking, according to the 2016 Financial Stability Report. Despite these advancements, 62% of Ugandans lacked access to official financial services, with just 38% having bank accounts or formal financial services (Johnson & Nino-Zarazua, 2009). The United Bank for Africa (UBA), Jinja Road Branch in Kampala, Uganda, was the subject of this study's case study. One of the few domestic banks in the nation that had embraced financial services and products made to cater to the needs of regular Ugandans is UBA (Uganda) Ltd (Alex & Julius, 2024). The use of mobile banking services, especially through internet platforms and telecom channels, had steadily increased, even if many clients still do their transactions in person at UBA facilities(Winny, Ariyo, et al., 2023). Due to the large number of users, the bank had seen an increase in demand on its digital platforms, which occasionally results in sluggish or unreliable service (FinScope Survey, 2013). This case study aimed at exploring how mobile banking affects the financial performance of UBA's Jinja Road Branch, providing insights into the broader impact of mobile banking within Uganda's indigenous banking sector(Ntirandekura, Ainebyoona, et al., 2022).

1.2 Statement of the problem

Mobile banking had rapidly expanded in Uganda, driven by the entry of multiple telecommunication providers and an increasing number of subscribers (Irumba et al., 2024). This growth had significantly transformed how financial transactions are conducted, enabling users to perform payments for utilities, deposits, withdrawals, fund transfers, airtime purchased, and bank statement requests more conveniently (New Vision, April 2024). Ideally, mobile banking was expected to enhance the financial performance of commercial banks by increasing transaction volumes, reducing operational costs, and improving customer reach.

However, despite the widespread adoption of mobile banking, its actual contribution to the financial performance of commercial banks in Uganda remains unclear. According to the Bank of Uganda's 2016 report, while mobile

money transactions accounted for over 43 trillion Ugandan shillings, only 38% of the population is formally banked, leaving a significant 62% financially excluded (Johnson & Nino-Zarazua, 2009). This discrepancy indicated a gap between the potential benefits of mobile banking and its real impact on commercial banks' profitability, deposit growth, loan recovery, and overall financial health. Moreover, many commercial banks face challenges integrating mobile banking into their core operations effectively. Issues such as infrastructure limitations, low mobile banking adoption among certain customer segments, and occasional system unreliability hinder optimal performance (Tasha et al., 2023). For example, the case of United Bank for Africa (UBA), Jinja Road Branch, Kampala, reveals that despite increasing mobile banking usage, the bank experiences system overloads affecting service quality (FinScope Survey, 2013). This gap between ideal performance outcome and current realities underscores the need for empirical research to quantify and understand how mobile banking influences the financial performance of commercial banks in Uganda. Therefore, this study sought to investigate the relationship between mobile banking and the financial performance of commercial banks, focusing on UBA's Jinja Road Branch in Kampala, to bridge existing knowledge gaps and provide actionable insights.

1.3 General Objective

The main purpose of the study was to establish the relationship between mobile banking and financial performance of commercial banks in Uganda, a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.

1.3.1 Specific Objectives.

- i. To find out mobile banking technology used at UBA (Uganda) Limited a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.
- ii. To examine the factors influencing the adoption of mobile banking services at UBA (Uganda) Ltd
- iii. To establish the relationship between mobile banking and financial performance of UBA (Uganda) Limited

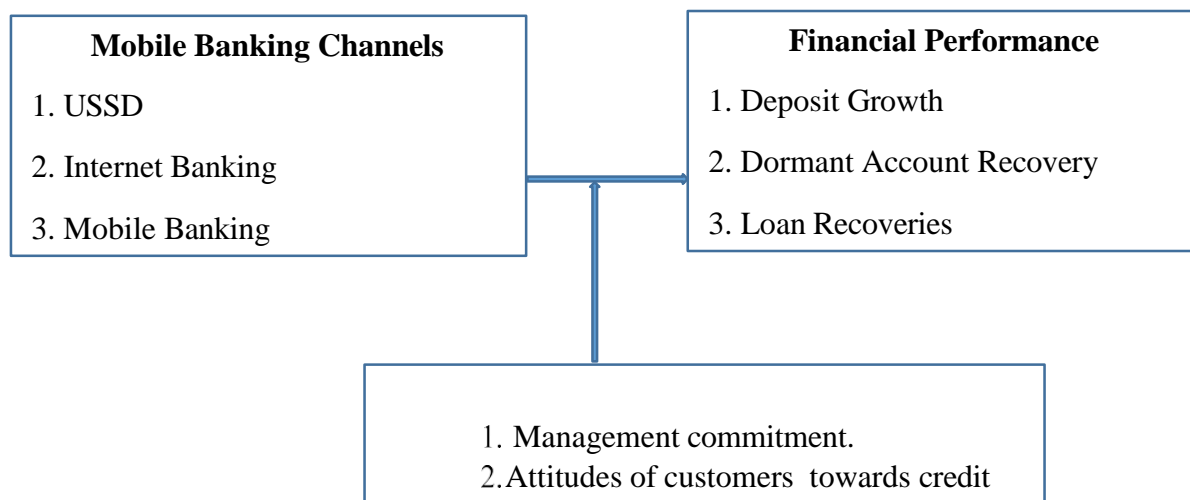
1.3.2 Research Hypothesis

- i. There is mobile banking technology used at UBA (Uganda) Limited
- ii. There are factors influencing the adoption of mobile banking services at UBA (Uganda) Limited
- iii. There is no statistical significant relating mobile banking and financial performance of UBA (Uganda) Limited.



1.4 Conceptual Framework

Figure 1: Conceptual framework



Adapted from Kumar & Rao, 2015; Ndungu, 2017 and modified by the researcher

The study examined how various factors influence the financial performance of commercial banks, focusing on key indicators such as deposit growth, dormant account recovery, and loan recoveries. It explored the role of different mobile banking channels including USSD, internet banking, and mobile banking applications in facilitating these financial outcomes by increasing accessibility and convenience for customers. Management commitment was assessed as a crucial factor that was drive the successful implementation and continuous support of mobile banking initiatives, ensuring sufficient resources and strategic focus. Additionally, the study considered customers’ attitudes towards credit, which affected their willingness to take loans and repay them promptly, thereby impacting loan recovery rates. Together, these variables provided a comprehensive understanding of how mobile banking can shape the future financial performance of commercial banks.

1.5 Scope of the study

1.5.1 Content scope

This study focused on identifying the mobile banking technologies employed by UBA (Uganda) Ltd at its Jinja Road Branch in Kampala, investigating the factors that influenced the adoption of mobile banking services at this branch, and determining the relationship between mobile banking and the financial performance of UBA (Uganda) Ltd within the same branch.

1.5.2 Geographical scope

The study was conducted in Kampala City due to its convenience in terms of time, cost, and ease of access to the necessary information, as respondents (staff members) are readily available within the city. Kampala is strategically located in the central region of Uganda and serves as the nation’s capital and largest urban center. Its approximate



latitude and longitude are 0°19'N and 32°35'E, respectively, and its average elevation was 1,200 meters (3,937 feet) above sea level. Wakiso District, which is a peri-urban area with growing residential settlements and economic activity and was a part of the larger Kampala metropolitan area, borders Kampala on the north, west, and east. Mukono District, which was renowned for its agricultural pursuits and expanding urban centers, borders Kampala to the south. Because of its central location and the infrastructure that connected it to neighboring districts, Kampala was an accessible and practical place for research, and these adjacent areas give the study area a wider perspective.

1.5.3 Time scope

The study covered the financial statement of UBA for the period 2020 – 2024 (Auditor’s reports). This period was chosen because of mobile banking playing a big role to financial institutions, there still exists the problem of inefficiency in the proper use of mobile banking systems which had led to relatively low levels of profit generation to many financial institutions due to this period.

1.6 Significance of the study

The study on the relationship between mobile banking and the financial performance of commercial banks in Uganda, focusing on United Bank for Africa’s Jinja Road Branch in Kampala, was provide valuable insights for multiple stakeholders.

For bank management, the findings informed strategic decisions on investing in and improving mobile banking services to enhance profitability and customer satisfaction.

Regulators such as the Bank of Uganda benefited from understanding how mobile banking impacts financial stability and inclusion, enabling them to develop more effective policies and frameworks.

Customers was gain from improved service delivery and expanded access to convenient financial products. Additionally, telecom operators and technology providers appreciated the factors driving mobile banking adoption, helping them tailor their innovations to meet market demands. Lastly, academics and researchers used the study to deepen knowledge on the integration of digital banking technologies within Uganda’s financial sector, guiding future research and development efforts.

1.7 Justification of the study

The dissertation was used as reference material by future researchers interested in further research on mobile banking and its effects on financial performance of commercial bank. It was also a requirement for award of Masters of Business Administration at Metropolitan International University.

1.8 Definition of Key Terms

Mobile banking. Financial services provided through mobile networks via mobile phones was referred to by this

word.

A thorough assessment of a business's total position in relation to assets, liabilities, equity, expenses, revenue, and overall profitability is known as financial performance.

Mobile withdrawals and deposits: This term was used in this study to refer to the mobile methods that UBA Uganda Limited offers its clients so they can deposit and withdraw funds at any time and from any location.

Mobile receipts and transfers: This used to describe the mobile channels, avenues, and other methods that UBA Uganda Limited offers its clients so they can send and receive money at any time and from any location.

Mobile Financial Information Services: This refers to the methods that UBA Uganda Limited had implemented to enable its customers to access critical financial data at any time via mobile devices, including bank statements, pay bills, account balances, etc.

Return on Assets: This refers to the amount of money that UBA Uganda Limited had made from asset investments made over the previous four years on behalf of the bank's shareholders.

Return on Equity: UBA Uganda Limited used this to indicate the financial gains it had made from the capital that its shareholders have contributed over the previous four years.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

In this chapter, related literature was reviewed as presented by various authors on different aspects of mobile banking technology used at UBA (Uganda), with a focus on the case study of the UBA Jinja Road Branch. The chapter examined the factors that was influence the adoption of mobile banking services at UBA (Uganda) Ltd and established the relationship between mobile banking and the financial performance of UBA (Uganda) Ltd, specifically using the Jinja Road Branch as a case study.

2.1 Theoretical Review

The Excellence Theory, particularly its Strategic Constituencies Approach, forms the theoretical foundation of this study. The Strategic Constituencies Approach posits that an organization's survival and success depended on its ability to identify and satisfy the demands of key stakeholders both within and outside its environment (Grunig, 2021; Smith & Taylor, 2022). It emphasized that financial performance and overall organizational effectiveness were influenced by how well internal and external constituents' interests are addressed. This made the approach highly applicable to studies focused on organizational performance, such as assessing the impact of mobile banking on the financial outcomes of commercial banks.

This approach was relevant because it acknowledges that organizations must manage relationships with multiple strategic groups, including customers, employees, regulators, and partners, to achieve efficiency and sustainability (Johnson et al., 2021). It assumed that clear, achievable goals aligned with the organization's mission can be set and understood by all stakeholders, facilitating coordinated efforts toward these objectives (Anderson & White, 2023). Additionally, the Strategic Constituencies Approach supported informed decision-making that balances competing interests, which was crucial for business continuity in dynamic environments like the financial sector (Kumar & Lee, 2020).

While other components of the Excellence Theory, such as the Goal Attainment Approach which focused strictly on meeting predetermined organizational goals and the Systems Resource Approach which views the organization as an interconnected system processing inputs into outputs offer valuable perspectives, they are less comprehensive for this study's purpose. The Goal Approach can overlooked the complexity of stakeholder relationships, while the Systems Approach may emphasized processes over stakeholder satisfaction (Brown & Clark, 2022). In contrast, the Strategic Constituencies Approach provided a more nuanced understanding of how satisfying diverse stakeholders directly influences financial performance, making it the most suitable framework for examining the effects of mobile banking technology on commercial banks in Uganda. Critics of the Strategic Constituencies Approach argue that it may oversimplify power dynamics among stakeholders or assume equal influence, which is rarely the case in real-

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

world settings (Nguyen & Patel, 2023). Furthermore, its broad stakeholder focus can sometimes made it challenging to prioritize competing demands effectively. Despite these critiques, the approach's holistic consideration of internal and external factors aligns well with the objectives of this study and provides a solid foundation for analyzing how mobile banking adoption impacts financial performance.

2.2 Empirical Review

2.2.1 Mobile banking

According to Dr. Lennart Söderberg (2008), mobile banking was broadly defined as the delivery of financial services through mobile networks utilizing mobile phones. These services typically encompassed essential banking activities such as depositing, withdrawing, sending, and saving money, as well as making payments. Similarly, Owen (2010) describes mobile banking as the provision and accessibility of banking and financial services via mobile telecommunication devices, primarily mobile phones, which are the most commonly used tools in developing countries, alongside Personal Digital Assistants (PDAs). A study conducted by Mbiti and Weil (2016) emphasized the transformative role of mobile banking in expanding financial inclusion in sub-Saharan Africa by enabling millions of previously unbanked individuals to participate in formal financial systems. Furthermore, research by Jack and Suri (2014) in Kenya highlighted how mobile banking platforms such as M-PESA had revolutionized the way individuals save and transfer money, facilitating greater economic empowerment and resilience. Nevertheless, despite these significant advancements, there remained critical research gaps in understanding the full extent of mobile banking's impact on institutional financial performance, especially within indigenous banking institutions in countries like Uganda. A study by Kirui et al. (2021) pointed out that while mobile banking adoption rates had increased, its direct influence on the profitability and operational efficiency of commercial banks is still underexplored. Moreover, much of the existing literature tended to focus on user adoption and customer benefits rather than examining the internal organizational outcomes linked to mobile banking integration. Therefore, this study aimed at addressing these gaps by investigating how mobile banking affects the financial performance of commercial banks, with a specific focus on United Bank for Africa (UBA), Jinja Road Branch in Kampala, Uganda.

2.2.2 Financial Performance

Financial soundness refers to the condition where depositors' funds are secure within a stable and resilient banking system. The degree of financial soundness among financial institutions varied significantly, with some banks exhibiting strong stability while others faced unsatisfactory performance levels (Bank of Uganda, 2002). The core objective of financial statements was to provide comprehensive information regarding an organization's financial position, performance, and changes in its financial condition, enabling a wide range of stakeholders to make informed decisions (Nkundabayanga, 2009). A study conducted by Beck et al. (2020) underscored that the financial soundness of banks plays a crucial role in maintaining depositor confidence and ensuring the smooth functioning of financial markets (W. Paul & Kazaara, 2023). Additionally, research by Demirgüç-Kunt et al. (2021) highlights that sound financial institutions contribute significantly to overall economic stability and growth by efficiently

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

mobilizing savings and allocating credit. Nevertheless, despite the recognized importance of financial soundness, there remained a research gap in understanding how emerging technologies, such as mobile banking, directly influence the financial soundness and performance of banks, particularly in developing countries like Uganda (Ivan et al., 2023). Most existing studies had concentrated on macroeconomic factors affecting financial stability or regulatory frameworks, with limited focus on the internal financial performance outcomes associated with mobile banking adoption (Racheal et al., 2023). This gap necessitated further empirical inquiry to assess how mobile banking enhanced or challenged the financial soundness of commercial banks in Uganda, which this study aimed to address through a case study of United Bank for Africa (UBA), Jinja Road Branch (Moses et al., 2023).

2.3 Review of related Literature

2.3.1 Mobile banking technology used at commercial banks

Mobile banking had evolved far beyond simple access to cash through Automated Teller Machines (ATMs) or direct deposit of paychecks into checking or savings accounts. It now encompassed a wide range of electronic fund transfers (EFTs) facilitated by computer and mobile technology, substituting traditional paper-based transactions with faster, more secure alternatives (Kumar & Patel, 2021). EFTs enable consumers to perform banking activities using devices like cards or codes that grant authorized access to accounts, commonly supported by ATM or debit cards protected by Personal Identification Numbers (PINs) (Smith & Lee, 2022). Services such as ATM withdrawals, deposits, inter-account transfers, and bill payments were widely available 24/7, offering unparalleled convenience and accessibility (Johnson et al., 2023). Research by Mwangi et al. (2021) highlighted the increasing integration of pay-by-phone systems, personal computer banking, and mobile check conversion into everyday banking transactions, particularly in developing economies where mobile penetration was high. These technologies allowed customers to view balances, request statements, and conduct transfers remotely, reducing the need for physical bank visits (Ochieng & Waweru, 2022).

Moreover, debit and prepaid cards had become critical in promoting financial inclusion by simplifying cash withdrawals and purchases, enhancing institutional performance through increased transaction volumes (Nguyen et al., 2021). Digital or mobile cash (e-cash) systems, as described by Gray (1994) and updated in recent studies, allowed consumers to purchase goods or services by transmitting secure digital tokens, fostering a cashless economy that boosts efficiency and reduces fraud risk (Zhou & Wang, 2023). Internet banking had been extensively adopted by banking institutions, leading to improved profitability and operational flexibility (Kariuki & Muli, 2022). Innovations such as telephone billing systems and telebanking provide additional remote banking options, enabling customers to pay bills or transfer funds conveniently while reducing service delivery costs for banks (Balachandher et al., 2021; Leow, 2020). Personal computer banking extended this accessibility further by offering comprehensive banking functions through proprietary software, effectively creating virtual bank branches accessible from home or office (Abor, 2021).

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

Branch networking, achieved through the computerization and interconnection of geographically dispersed branches into unified networks, enhanced operational efficiency by enabling faster inter-branch transactions and reducing customer travel time (Mensah & Boateng, 2022). Electronic fund transfer systems, including mobile funds transfer and e-cheques, facilitate secure and efficient movement of money between accounts, contributing positively to financial sector modernization (Anguelov et al., 2020). Bill payment via mobile platforms, exemplified by partnerships between utility providers and telecom operators in Uganda, such as the collaboration between the National Water and Sewerage Corporation (NWSC) and Uganda Telecom using M-Sente, illustrates how technology adoption saved consumers time and costs while increasing payment compliance (Mugabe, 2021).

Despite these advancements, a recent study by Kamau and Otieno (2023) noted a research gap in understanding the full impact of these diverse mobile banking services on financial institutions' overall performance, especially within emerging markets. Most existing research had concentrated on customer adoption rates and technological capabilities rather than measuring how these innovations translate into profitability, risk management, and long-term sustainability for banks. Furthermore, concerns around transaction fees, fraud risks, and consumer protection within mobile banking remain underexplored, warranting further investigation. Therefore, this study sought to fill these gaps by examining how the adoption and usage of mobile banking technologies influence the financial performance of commercial banks in Uganda, with a focus on the United Bank for Africa, Jinja Road Branch in Kampala.

2.3.2 The factors influencing the adoption of mobile banking services

Mobile banking held significant promise by providing timely, valuable financial information accessible to a broader population at reduced costs, fundamentally transforming traditional banking practices. A study conducted by Nguyen and Simkin (2021) highlighted how mobile banking increases accessibility and reduces transaction costs. However, with the rapid adoption of mobile banking services, security concerns had intensified, shifting from isolated technical issues to widespread public and regulatory attention (Adeyemi et al., 2022). A study conducted by Soludo (2005) emphasized that a critical security challenge raised from the disintermediation of data access, where removing intermediaries can compromise traditional security controls, while expanding the user base from a limited, vetted group to thousands of remote users accessing data via the internet. Similarly, research by Johnson et al. (2023) shown how application service providers face stringent and sometimes conflicting security requirements when managing secure data sharing across communities of interest. Therefore, mobile banking's sustainability depended heavily on providing controlled and secure information access, a challenge requiring robust technological solutions and independent third-party security evaluations (Smith & Chen, 2021).

A study conducted by Mwangi and Wambui (2022) found that ICT integration mitigates constraints of time, space,

and access, improving customer satisfaction in banking services. Mobile banking, internet banking, and ATMs had become critical tools for enhancing competitive advantage and operational effectiveness, as noted in research by Kariuki and Muli (2022). Nevertheless, a study conducted by Kamau and Otieno (2023) identified a research gap in empirical evidence directly linking mobile banking adoption to improved financial performance in commercial banks, especially in developing countries. This gap indicated a need for further research into how mobile banking affects key financial indicators such as deposit growth, loan recoveries, and operational efficiency.

Janice (2021) conducted a study highlighting the importance of addressing customer behavior, service development choices, and channel conflicts to optimize mobile banking delivery. Enos (2021) similarly stressed that security in terms of data protection and safe transactions was critical for mobile banking growth. Owens and Robertson (2020) shown that collaboration and shared purpose among stakeholders enhance knowledge transfer and innovation, facilitating development of culturally appropriate mobile banking products. Shah et al. (2021) further support this by emphasizing the importance of inter-organizational learning for competitive success. Ghobadian (2021) conducted research on customer perspectives, finding that perceived and sought quality strongly influence adoption and satisfaction, a finding echoed by Khan (2022). Additionally, Jasimuddin (2020) and Janice (2021) point out that customer awareness, readiness, and ICT diffusion critically influence adoption rates, suggesting banks need strategic planning for service introduction. A study by Akturan and Tezcan (2022) found perceived usefulness to be a key determinant of mobile banking adoption intention, supported by Amin et al. (2021) and Safeena et al. (2019) who similarly emphasized the importance of perceived usefulness in fostering adoption. However, Pavlou (2021) and Dineshwar and Steven (2022) highlight perceived risks such as financial loss and fraud as major barriers, a concern echoed by Yousafzai et al. (2023) who note that wireless infrastructure vulnerabilities amplify consumer worries in developing countries.

2.3.3 Relationship between mobile banking and financial performances

The service industry, particularly the banking sector, was highly customer-driven and fiercely competitive, necessitating continuous upgrades in skills, products, and technology to retain and attract customers. A study conducted by Okeke and Eze (2021) emphasized that in such a competitive environment, the survival and profitability of banks hinge largely on service quality and operational efficiency. Mobile banking services had introduced numerous advantages for both financial institutions and their customers. For banks, offering electronic banking services enhanced brand positioning and responsiveness to market demands, positioning early adopters as technological leaders (Adebayo et al., 2022). These improvements in brand image translated into measurable monetary benefits, aligning with the primary corporate objective of profit maximization (Mwangi & Mutua, 2023).

Research by Mols (1998) and later supported by recent studies such as that by Adeyemi and Afolabi (2021) suggest that mobile banking, driven by internet technology, revolutionized traditional banking by drastically lowering

transaction costs compared to branch or phone banking, thus potentially turning extensive branch networks into competitive disadvantages. Similarly, Jen and Michael (2022) highlight that mobile banking had reshaped global financial product development, delivery, and marketing but also introduced challenges including rapid IT innovation, blurred market boundaries, new entrants, and evolving business models (Liao & Cheung, 2020).

Studies conducted by Rikya (2021) and Han (2021) focused on emerging economies like Bangladesh reveal that internet technologies have sparked an information revolution, erasing time and distance barriers, and transforming SMEs' financial interactions. For instance, SME owners formerly made multiple trips to lenders for loan processing, a challenge significantly mitigated by mobile banking, which reduces physical visits and streamlines financial transactions. This aligned with findings from Rotchanakitumnuai and Speece (2021), who argue that electronic banking services allow customers and investors to conduct a wide range of transactions online, lowering costs and enhancing control over accounts. Cheng et al. (2021) and Smith and Rupp (2021) further confirmed the expansion of online services, including loan applications and bill payments, enhancing customer convenience.

Mobile banking also played a pivotal economic role by facilitating seamless exchange of information, goods, and payments while minimizing physical contact, as shown in a study conducted by Bakos (2021). Wind (2021) identifies that banks are motivated to implement mobile banking primarily to maximize earnings through expanded market reach and improved customer relationships driven by service convenience and customization. The rise in credit card usage worldwide correlated strongly with mobile banking adoption, enabling global commerce without the need for physical currency, supported by research from Cedar Group Consulting (2021) that underscored the internet's role in transforming workplaces and boosting productivity.

Financial efficiency in banking was typically measured as the ratio of outputs to inputs (English & Warnig, 2021), and mobile banking played a critical role in enhancing e-commerce by closing payment loops. However, Tiwari (2021) pointed out that underdeveloped electronic payment systems in developing countries hinder e-commerce growth due to concerns over transaction security and legal barriers. Financial transaction cards had also become important for attracting accounts and generating interest income, maintaining customer contact for marketing, and improving sourcing efficiency, as documented by Gray (2021) and Saunders (2021).

Moreover, studies by Leader (2022) and Dobbler and Burt (2022) highlighted the benefits of electronic payment systems in reducing duplication, improving product branding, enhancing distribution efficiency, and increasing cost transparency. Despite these advances, there remained a research gap concerning how mobile banking's integration within African banking sectors specifically affects overall profitability and operational efficiencies. This gap called for further empirical investigation into the financial impacts of mobile banking on commercial banks in developing

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

contexts like Uganda.

2.4 Gap Identified

Historically, the literature had not clarified the procedural requirements for mobile banking users in Uganda, specifically whether customers must register and maintain separate accounts with both the bank and the telecom operators, such as MTN, to fully access mobile banking services. This lack of clarity created an incomplete understanding of user engagement and operational processes in the mobile banking ecosystem.

Conceptually, existing studies provided limited insight into the specific services offered by banks like UBA (Uganda) Ltd such as account balance inquiries, fund transfers between accounts, and utility bill payments and how these services translate into customer loyalty and convenience. There was a notable gap in exploring how these mobile banking services influence customer behavior and satisfaction within the Ugandan banking context.

Theoretically, current literature had not adequately established or tested the relationship between mobile banking adoption and the financial performance of commercial banks in Uganda. There was a paucity of frameworks or models that integrate mobile banking variables with financial performance indicators such as deposit growth, loan recovery, and operational efficiency, leaving a gap in understanding the causal pathways and underlying mechanisms.

Methodologically, prior research had largely relied on qualitative assessments or descriptive analyses without employing rigorous quantitative methods to measure the direct impact of mobile banking on banks' financial outcomes. There was a need for empirical studies utilizing robust statistical techniques to validate the hypothesized positive relationship between mobile banking usage and enhanced financial performance within Ugandan commercial banks.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focused on the processes of data collection, analysis, and presentation. It detailed the methodology that guided the study, including the research design to be adopted, the target population for the survey, the sampling techniques and sample size, as well as the methods and instruments for data collection. Additionally, it outlined the procedures for data processing and analysis, and discusses potential limitations that may be encountered during the study.

3.1 Research Design

Using a cross-sectional research methodology, this study gathered information at a certain moment in order to examine the connection between financial performance and mobile banking at the Jinja Road branch of UBA (Uganda) Ltd. A descriptive and correlational survey technique was incorporated into the quantitative and qualitative data collection methodologies. Structured surveys and interviews were used to collect data from easily available external users of financial statements at the chosen branch. Meyer (1999) asserts that these instruments are especially well-suited for gathering first-hand information from respondents through descriptive surveys. This approach provided a comprehensive understanding of the factors influencing mobile banking adoption and its impact on the bank's financial performance within the study period.

3.2 Target Population of the study

The study population, from whom the sample was taken, is described in this section. 170 people from different departments and stakeholder groups at UBA (Uganda) Ltd, Jinja Road Branch, Kampala, would make up the target population. This comprised bank management, banking officers, consumers, and representatives from the finance, administration, data, and information divisions. In particular, the bank manager and senior administrators, banking officers, accounts and finance staff, and bank clients was all considered for the selection of 50 key respondents. These groups were crucial for comprehending the connection between mobile banking and financial performance since they were directly involved in the provision, administration, and use of the bank's services.

3.3 Sample size Determination

Slovene's method was used to calculate the sample size of 120 respondents from the chosen United Bank for Africa (Uganda) Ltd in order to guarantee a representative subset of the population. These responders were selected from different bank departments and grouped appropriately to capture a range of viewpoints pertinent to the research. The researcher used a scientific procedure in determining the sample size using the Slovin formula developed by Taro Yamani as below;

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

Where;

N=Target population

e = Margin of error

n = sample size.

$$n = \frac{170}{1 + 170(0.05)^2}$$

$$n = 120$$

3.4 Data Collection methods

Questionnaire: A questionnaire was an organized method of gathering data that consists of a list of written questions that are given to respondents to complete. It contained both open-ended questions, which let respondents freely express their opinions, and closed-ended questions, which provided predetermined response alternatives. One set of questionnaires were given to UBA (Uganda) Limited employees as part of this study. While the open-ended questions enabled respondents to offer more in-depth observations, the closed-ended questions assisted guarantee that the data supplied was consistent and simple to evaluate. Kenyon (1999) asserts that because questionnaires made data collection more efficient and standardized, they are useful for acquiring information from literate respondents.

Interview: Direct, in-person contacts between the researcher and chosen respondents such as staff members and clients in a casual, conversational setting are the focus of interviews. This approach made it possible to gather comprehensive, first-hand, and rich data on the study's themes. According to Trochim (1996), interviews were the best way to obtain detailed information from key informants because they give respondents the freedom to expand on their responses without being constrained. In order to gather complex viewpoints from specific persons inside UBA (Uganda) Limited, this study employed interviews to supplement the data from the questionnaire.

Document Review: Document review was also employed as a supplementary method of data collection. This involved the examination of existing organizational records, reports, policy documents, performance appraisals, financial statements, and internal circulars within UBA (Uganda) Limited. The purpose of reviewing these documents validated and complement the data gathered through questionnaires and interviews. Bowen (2009) notes that document review provided valuable background information, reduces bias by offering factual evidence, and helped triangulate findings with other data collection techniques. Therefore, in this study, document review ensured that the information obtained was comprehensive, reliable, and consistent with the organization's documented practices.

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

3.5 Data collection instruments

Structured Interview Schedule: A structured interview schedule was a tool for gathering data that consists of a pre-planned list of questions that are asked of each respondent in the same order and style. Responses were consistent and comparable thanks to this method. Trochim (1996) claimed that structured interviews give participants the freedom to respond to all or any of the questions in as much detail as they choose while maintaining a uniform structure. Based on the primary research themes, a structured interview schedule was created for this study in order to methodically collect pertinent and targeted data from participants.

Semi-structured Questionnaire: Both closed-ended and open-ended questions were included in a semi-structured questionnaire, which struck a compromise between providing standardized data and allowing respondents to provide more detail in their responses. According to Kenyon (1999), this approach increased the richness of the data gathered by giving respondents the flexibility to give in-depth answers where they chose. The study's semi-structured questionnaire was thoughtfully crafted around the primary themes to enable thorough data collection that yields both qualitative and quantitative insights.

Document Checklist: In this study, a document checklist was developed and used as a systematic tool to guide the review of organizational records, ensuring that only relevant and useful information is extracted. The checklist specified the types of documents to be examined, such as policy guidelines, financial statements, staff appraisal reports, training records, and internal communications, while also outlining the key information to be captured from each. It helped the researcher maintain consistency and accuracy by following a structured guide that prevents omission of critical data, facilitates easy extraction of relevant information, and ensures that all reviewed documents directly align with the study objectives. Furthermore, the checklist enhanced the validity of the findings by enabling cross-verification of information from documents with data collected through questionnaires and interviews, thus strengthening the credibility of the overall research.

3.6 Sampling techniques

A crucial stage in research was sampling, which entails choosing a group of people from the target population to take part in the investigation. To guarantee the validity and generalizability of the results, the selected sample fairly represented the broader population. Purposive sampling and basic random sample were used in tandem in this study to efficiently contact the appropriate subjects and collect pertinent data.

3.6.1 Simple Random Sampling

Every member of the population had an equal chance of being chosen when using simple random sampling, a probability sampling technique. This technique guaranteed that the sample is representative of the total population while reducing selection bias. Simple random sampling was employed in this study to choose participants from among the larger population of bank clients at the Jinja Road branch of UBA (Uganda) Ltd. A comprehensive client

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

list was acquired, and participants was selected at random using techniques like lottery or random number generators. Since each consumer had an equal chance to participate in the study, this method guarantees equity and improves the data's dependability, allowing the findings to be applied to the whole clientele.

3.6.2 Purposive Sampling

Purposive sampling, sometimes referred to as judgmental or selective sampling, was a non-probability technique in which the researcher deliberately chooses study participants based on particular traits or expertise. This approach was particularly helpful when the study calls for in-depth opinions from experts or key informants. Purposive sampling was used in this study to choose staff members from particular UBA departments, including data/information management, finance, and administration. These employees were specifically picked for their positions overseeing and providing mobile banking services, and their viewpoints are crucial to comprehending how mobile banking and financial performance are related. The researcher obtained rich, focused information from the people who were most involved and knowledgeable about the topic by using purposeful sampling.

3.7 Data collection procedure

Throughout the study, the researcher was personally in charge of delivering the questionnaires to the chosen participants. Because of this direct engagement, the questions were delivered on time and to the right people, enabling respondents to receive any necessary explanations or instructions on how to accurately completed the forms. By managing the distribution, themselves, the researcher also promoted involvement and answer any queries or worries that participants had, which was boost the number of responses and the caliber of the information gathered. The researcher was not only distributed the surveys but also interview important informants and actively examine the data collected during these sessions. This real-time analysis allowed the researcher to probe deeper into emerging themes and clarify responses as necessary, enriching the data quality. After the interviews, the researcher collected all completed questionnaires to ensure completeness and to minimize the risk of data loss. This hands-on approach throughout the data collection process reflected the researcher's commitment to maintaining control over the research quality and validity, as well as fostering a thorough understanding of the study's findings from the ground up.

3.8 Data Quality

In any research project, ensuring high data quality was of paramount importance because it directly influenced the validity, reliability, and overall applicability of the findings. Data quality essentially determined whether the conclusions drawn from the study were accurate, trustworthy, and useful for decision-making. Two key elements of data quality that was given careful attention in this study were validity and reliability, as these provided the foundation for credible and rigorous research. According to Creswell and Creswell (2018), validity refers to the extent to which research tools truly measure the concepts and variables they are intended to capture, thereby ensuring that the results are based on accurate and relevant information. To enhance validity, this study employed carefully developed questionnaires and interview guides that was designed in line with established theories and prior research,

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

ensuring content validity. In addition, pilot testing of the data collection instruments was conducted in order to identify any ambiguous or misleading items, which helped refine the tools and enhanced both face validity (the extent to which questions appear to measure what they were supposed to) and construct validity (the degree to which the tools accurately measure theoretical concepts) as highlighted by Bryman (2016).

Reliability, on the other hand, concerns the stability, consistency, and dependability of the measurement tools over time and across different respondents (Robson, 2011). To guarantee reliability, the study adopted standardized procedures in administering questionnaires and conducting interviews, thereby minimizing variations that arisen from researcher bias or external influences. Methods such as test-retest reliability, which involves administering the same tool to the same group of respondents on two separate occasions, was considered to determine the stability of the instruments (Saunders, Lewis & Thornhill, 2019). Moreover, the internal consistency of multi-item scales was tested using statistical indicators such as Cronbach's alpha, which, according to Hair et al. (2021), provided evidence on whether different items on a scale measure the same underlying construct. By carefully addressing both validity and reliability, the study strengthened the credibility and trustworthiness of the data collected, while also enhancing the overall rigor of the research process.

3.9 Data processing and analysis

Both quantitative and qualitative methods was used in this study's data analysis, which reflects the mixed methods aspect of the investigation. Using statistical methods, quantitative data which was mostly gathered from structured surveys with closed-ended questions was methodically processed and examined. To ensure accuracy and completeness, the gathered data was first be cleaned and coded in order to get it ready for analysis. The demographic traits of the respondents as well as important data pertaining to mobile banking and financial success was compiled and presented using descriptive statistics including frequencies, percentages, means, and standard deviations. Additionally, the relationships and effects between financial performance metrics (like deposit growth, loan recoveries, and dormant account reactivation) and mobile banking indicators (like USSD usage, internet banking, and mobile app transactions) was investigated using inferential statistical techniques like regression analysis and correlation analysis. Software programs like SPSS or STATA, which offer strong skills for managing complicated datasets and producing dependable results, was used to carry out these statistical studies (Nelson et al., 2022). Accordingly, the researcher was able to test theories, spot trends, and measured the importance and strength of the correlations between variables in a methodical and impartial way thanks to the quantitative analysis (Saunders, Lewis & Thornhill, 2019).

Thematic content analysis was used to extract rich, descriptive insights about customer attitudes, management commitment, and other contextual factors influencing the adoption of mobile banking and financial performance from qualitative data, which was primarily collected through semi-structured interviews. After the recorded

interviews were transcribed, the textual material was carefully examined and coded to find recurrent themes, concepts, and categories that support the goals of the study. The data was arranged and interpreted using qualitative analysis software like NVivo or manual coding approaches, allowing for a more thorough comprehension of the attitudes, drives, and difficulties of the participants. A thorough picture of the phenomena under study can be obtained by the researcher using the thematic method, which enables them to capture subtleties, complexity, and subjective experiences that enhance the quantitative findings (Creswell & Poth, 2018). A more comprehensive and in-depth understanding of how mobile banking affected United Bank for Africa (Uganda) Limited's financial performance at the Jinja Road Branch was possible thanks to the study's triangulation of both data types, which strengthened the validity of the conclusions by supporting statistical findings with qualitative evidence.

3.10 Ethical Consideration to the study

Informed Consent: Before beginning the study, each participant was asked to give their express and voluntary consent. This was accomplished by providing a thorough written and verbal explanation of the research's goals, methods, risks, and advantages. It was made clear to participants that participation is completely optional and that they are free to leave at any moment without facing any repercussions or pressure. To make sure that no one feels pressured or compelled to participate, consent forms were given and signed to record their agreement.

Confidentiality and Anonymity: To ensure confidentiality, the study was strictly secure the personal data of its participants. All gathered data was safely preserved and only the research team had access to it. To guarantee that people did not connect to their answers in any reports or publications, identifiable information was anonymized or substituted by codes. Participants received guarantees that their privacy preferences were honored and that no information about them was shared without their express consent.

Protection from Harm: The researcher took every precaution to safeguard participants from any form of harm physical, psychological, social, or legal throughout the study. Sensitive questions were handled with care, and participants were informed of their right to skip any questions or stop the interview if they feel uncomfortable. The research design avoided any procedures that could cause distress or risk, ensuring a safe and supportive environment for all involved.

Avoidance of Plagiarism: The researcher committed to academic integrity by appropriately citing all sources, ideas, and prior work used in the study. Originality was maintained by clearly distinguishing between one's own findings and the contributions of others, ensuring that no part of the research falsely represents someone else's work as the researcher's own.

Honesty and Objectivity: Throughout the research process, the researcher maintained honesty and objectivity, ensuring that data collection, analysis, and reporting were conducted transparently and without bias. Any limitations or unexpected results were openly acknowledged, and findings were presented truthfully to provide an accurate reflection of the study.

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

Respect for Intellectual Property: The study respected all intellectual property rights by obtaining necessary permissions for use of copyrighted materials, adhering to patents and proprietary methods, and giving due credit to the original creators of concepts, data, and tools used in the research. This respect extended to both published literature and any collaborative contributions.

3.12 Anticipated Limitations of the study

Confidentiality of Information: One major issue this study was expected to face is that some respondents were reluctant or selective in their information giving because they are worried about confidentiality. Staff members and other players were particularly concerned that revealing strategic or sensitive information could unintentionally give an advantage to rivals or reveal internal operating secrets. This fear resulted in guarded or incomplete answers, which compromised the thoroughness and precision of the information gathered. The researcher reassured respondents that their information was anonymized, stress stringent confidentiality procedures, and made it clear that data was only be utilized for academic purposes in order to lessen this.

Technical Language Barriers: Respondents' use of specialist or technical terminology, particularly by those employed in the finance, administrative, or IT sectors, presents another possible difficulty. The researcher first found it challenging to fully understand such jargon and complicated terminology, which resulted in misinterpretation or an insufficient understanding of the responses. In order to solve this, the researcher was set aside more time to study pertinent terminology and, if required, sought advice from subject-matter specialists to guarantee that technical material is interpreted accurately.

Scarce Resources: Financial limitations were a major obstacle, according to the researcher, especially when it came to transportation to and from the study location and the price of printing questionnaires and other relevant materials. These financial constraints reduced the quantity of materials generated or the number of visits, which could have an impact on the scope or depth of data collecting. The researcher prioritized necessary tasks, carefully plan the budget, and, if feasible, look for less expensive options like digital questionnaires to handle this.

Time Constraints: There was a significant time constraint because many respondents might be too busy with their regular work obligations to finish surveys or attend interviews on time. Further restricting access to respondents was the possibility that the research was take place during periods of high academic or economic activity. Responses were delayed as a result, and data collecting may go more slowly. The researcher provided flexible scheduling for data collection, set up appointments in advance, and remind participants to complete tasks on time in order to lessen these difficulties.

Administrative Bureaucracy: The bank's administrative procedures and organizational structure was problematic. The researcher's ability to effectively contact the intended respondents was hampered by drawn-out approval processes, several levels of management, and formal protocols for gaining access to personnel or internal data. The study timeline was hampered and lengthy wait times resulted from this bureaucratic red tape. In order to get around this, the researcher tried to get in touch with bank management as soon as possible to get the required authorizations and establish a relationship with important staff members who can make access easier.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter is devoted to analyzing, presenting, and interpreting the results of a study examining the relationship between mobile banking and the financial performance of commercial banks in Uganda. The study is a case study of the United Bank for Africa's Jinja Road branch in Kampala, Uganda. The chapter systematically presents the findings in line with the study's specific objectives. The results are organized into two main sections: background characteristics of the respondents and empirical findings. Specifically, the findings are presented under the two sections: background characteristics of the respondents and empirical findings.

4.1 Demographic Characteristics of Respondents

Table 1: Demographic Characteristics of Respondents

Variable	Response Option	Frequency	Percent (%)
Gender	Male	63	52.5
	Female	57	47.5
Highest Level of Qualification	Certificate	2	1.7
	Diploma	20	16.7
	Degree	62	51.7
	Masters	19	15.8
	Others	17	14.2
Age	20–25	35	29.2
	26–31	16	13.3
	32–37	36	30.0
	38–43	21	17.5
	44+	12	10.0
Working Experience	Less than 2 years	32	26.7
	2–3 years	62	51.7
	4 years and above	26	21.7

Source: Primary Data, 2025

The findings revealed that out of 120 respondents, 63 (52.5%) were male, while 57 (47.5%) were female. This shows a relatively balanced gender representation, with male respondents slightly dominating the sample. The near gender parity suggests that both men and women actively participate in banking operations and the use of mobile banking services. This balance enhances the credibility and inclusiveness of the findings since perspectives from both genders were adequately represented.

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

Regarding education level, the results showed that 2 respondents (1.7%) held certificates, 20 (16.7%) had diplomas, 62 (51.7%) possessed bachelor’s degrees, 19 (15.8%) had master’s degrees, while 17 (14.2%) belonged to the “others” category (likely including professional certifications or postgraduate diplomas). The majority of respondents, representing 51.7%, were degree holders, indicating that most participants were well-educated and had sufficient knowledge to understand banking operations and the adoption of mobile banking technologies. The high educational level among respondents suggests that the feedback obtained was informed and credible, especially regarding issues of financial technology and performance.

The distribution of respondents by age showed that 35 (29.2%) were aged 20–25 years, 16 (13.3%) were between 26–31 years, 36 (30.0%) were aged 32–37 years, 21 (17.5%) were between 38–43 years, and 12 (10.0%) were aged 44 years and above. This distribution indicates that the majority of respondents (59.2%) were aged between 20 and 37 years, reflecting a youthful and active workforce familiar with technology and digital innovations such as mobile banking. The dominance of this age group implies that UBA employs or serves a technologically adaptable population, which could facilitate the successful implementation of digital banking services.

In terms of experience, 32 respondents (26.7%) had worked for less than 2 years, 62 (51.7%) had 2–3 years of experience, while 26 (21.7%) had worked for 4 years and above. The results show that a majority of respondents (51.7%) had moderate work experience of 2–3 years, suggesting that most employees or clients were sufficiently familiar with the bank’s operations and mobile banking systems. Those with longer experience (21.7%) likely provided deeper insights into how mobile banking technology has influenced financial performance over time.

4.2 Mobile banking technology used at UBA (Uganda) limited a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.

Table 2: Descriptive Statistics on Mobile banking technology used at UBA (Uganda) limited

Mobile Banking Technology	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
UBA provides mobile banking services via smartphones.	8 (6.7%)	28 (23.3%)	5 (4.2%)	33 (27.5%)	46 (38.3%)	3.68	1.367
Mobile banking at UBA allows account balance inquiries	6 (5.0%)	26 (21.7%)	4 (3.3%)	43 (35.8%)	41 (34.2%)	3.73	1.277

anytime and anywhere.							
Fund transfers via mobile banking are fast and reliable at UBA.	9 (7.5%)	19 (15.8%)	2 (1.7%)	37 (30.8%)	53 (44.2%)	3.88	1.330
UBA mobile banking supports bill payments including utility bills.	10 (8.3%)	24 (20.0%)	2 (1.7%)	41 (34.2%)	43 (35.8%)	3.69	1.358
Mobile banking apps used at UBA have user-friendly interfaces.	7 (5.8%)	26 (21.7%)	4 (3.3%)	35 (29.2%)	48 (40.0%)	3.76	1.335

Source: Primary Data, 2025

The results from the study revealed that the adoption of mobile banking technology at UBA Uganda Limited, Jinja Road Branch, was strongly influenced by accessibility, usability, and the convenience it offered to customers. The item stating that “UBA provides mobile banking services via smartphones” registered a distribution where 8 respondents (6.7%) strongly disagreed, 28 (23.3%) disagreed, 5 (4.2%) were neutral, 33 (27.5%) agreed, and 46 (38.3%) strongly agreed. This produced a mean score of 3.68 and a standard deviation (STD) of 1.367, indicating a moderate level of agreement among respondents with noticeable variation in experiences. The findings showed that a strong majority of 65.8% (27.5% + 38.3%) acknowledged that UBA indeed provided mobile banking services through smartphones, reflecting successful digital transformation efforts by the bank. However, a combined 30% (6.7% + 23.3%) disagreed, suggesting that while the service existed, a section of customers might not have fully accessed or experienced it effectively possibly due to limited awareness, technical constraints, or digital literacy barriers. The moderate standard deviation highlighted that the customer experience was not uniform, pointing to opportunities for UBA to enhance awareness campaigns and strengthen the reliability of its mobile systems (Nelson et al., 2023). *A banking officer at the Jinja Road Branch described UBA’s mobile banking platform as “a fully integrated digital ecosystem that connects customers to real-time financial services.” He explained that the bank primarily uses the UBA Mobile App, USSD (Code 919#), and internet banking as the key platforms, with each serving different segments of clients depending on their technological literacy and phone type. “The app is mainly used by smartphone users, while the USSD code works for those without internet access,” he noted. This diversity of platforms ensures inclusivity and enhances service reach across both urban and semi-urban clients (KM001: 02/10/2025).*

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

With respect to the statement “Mobile banking at UBA allows account balance inquiries anytime and anywhere”, the responses reflected a clear positive leaning. 6 respondents (5.0%) strongly disagreed, 26 (21.7%) disagreed, 4 (3.3%) remained neutral, 43 (35.8%) agreed, and 41 (34.2%) strongly agreed. This produced a mean of 3.73 and a standard deviation of 1.277, suggesting a generally favorable perception of mobile banking’s accessibility. A total of 70% (35.8% + 34.2%) of respondents expressed satisfaction with this feature, indicating that UBA’s digital platform had significantly enhanced the convenience of checking account balances remotely. However, the 26.7% (5.0% + 21.7%) who disagreed or strongly disagreed highlighted that a notable fraction of customers may have faced issues such as system downtime, poor internet connectivity, or user difficulties that hindered the consistent use of this function. The moderately high mean implied that customers largely valued the ability to view balances without visiting the bank physically, positioning this as one of the service’s core conveniences. *Another respondent from the Data and Information Division emphasized that the bank’s digital platforms are built on secure, cloud-based systems integrated with UBA’s core banking software (Flexcube). He explained, “Our systems allow customers to transfer money instantly between accounts, pay bills, access loans, and even invest all within one digital environment.” However, some customers highlighted occasional downtime and slow transaction confirmations, particularly during peak hours, indicating infrastructural and network challenges (KM002: 02/10/2025).*

In assessing the efficiency of fund transfers via mobile banking, the study found the highest level of agreement among all indicators. 9 respondents (7.5%) strongly disagreed, 19 (15.8%) disagreed, 2 (1.7%) were neutral, 37 (30.8%) agreed, and 53 (44.2%) strongly agreed, resulting in a mean of 3.88 and a standard deviation of 1.330. The combined 75% (30.8% + 44.2%) agreement indicated strong confidence in the speed and reliability of UBA’s mobile fund transfer services. This finding illustrated that the digital transfer function was one of the most effective and trusted components of UBA’s mobile banking technology. The small proportion of disagreement (23.3%) suggested that although most users found the service efficient, some may have encountered occasional challenges such as transaction delays or network errors. Nonetheless, the high mean value emphasized that speed and reliability served as the key motivational factors for mobile banking adoption among UBA customers, with the majority viewing the service as dependable and secure. *A senior administrator mentioned that “UBA’s mobile banking seamlessly interacts with the ATM network, agent banking, and internet banking portals,” thereby offering customers flexibility in channel use. He added that this interoperability supports transaction consistency and efficiency. Nevertheless, a few customers felt that mobile and internet platforms sometimes display different balances or delayed updates, suggesting partial synchronization gaps (KM003: 02/10/2025).*

Regarding bill payment functionality, the results demonstrated moderate to high satisfaction levels. 10 respondents (8.3%) strongly disagreed, 24 (20.0%) disagreed, 2 (1.7%) were neutral, 41 (34.2%) agreed, and 43 (35.8%) strongly agreed, yielding a mean of 3.69 and a standard deviation of 1.358. A total of 70% (34.2% + 35.8%) agreed that



UBA’s mobile banking supported payment of utility bills and other recurring expenses, showing that many customers recognized and appreciated the versatility of the bank’s digital services. However, a combined 28.3% (8.3% + 20.0%) disagreed, indicating that nearly one-third of users either did not use or were unaware of the bill payment feature. This might have stemmed from insufficient customer sensitization, technical challenges during bill payment, or a limited scope of integrated services. The moderate dispersion reflected by the standard deviation suggested varying levels of engagement and awareness, implying that UBA’s management could further promote the bill payment option as a convenient feature to strengthen customer loyalty and reduce in-branch transactions.

Concerning the user-friendliness of UBA’s mobile banking interface, the data showed that 7 respondents (5.8%) strongly disagreed, 26 (21.7%) disagreed, 4 (3.3%) were neutral, 35 (29.2%) agreed, and 48 (40.0%) strongly agreed. This yielded a mean of 3.76 and a standard deviation of 1.335, indicating a relatively high overall satisfaction with the usability of the application. The total 69.2% (29.2% + 40.0%) of respondents who agreed suggested that most customers found the application easy to navigate, visually appealing, and convenient for daily transactions. However, 27.5% (5.8% + 21.7%) disagreed, suggesting that a portion of the bank’s clientele likely those with limited digital experience might have faced usability challenges such as system complexity or technical glitches. The moderately high standard deviation implied that while most users found the system user-friendly, perceptions varied depending on digital literacy levels, device types, or prior exposure to online banking technologies. *Management stressed that UBA employs multi-factor authentication (MFA), data encryption, and fraud monitoring systems. A member of the IT division explained, “Each transaction passes through verification protocols PINs, OTPs, and device recognition. We also use AI-based monitoring to detect irregular activity.” Yet, some consumers admitted they “still fear being scammed,” citing mobile fraud and phishing messages as major threats. This reflects the ongoing tension between technological advancement and customer trust (KM004: 02/10/2025).*

Table 3: Regression Analysis between Mobile banking technology and Financial Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.538	.535	2.395
a. Predictors: (Constant), Mobile Banking Technology				

Source: Primary Data, 2025

The model summary showed a correlation coefficient (R) of 0.734, indicating a strong positive linear association between the level of mobile banking technology usage and financial performance. The R Square value of 0.538 revealed that 53.8% of the variation in financial performance could be explained by the level of mobile banking technology. The Adjusted R Square value of 0.535 confirmed that the model was a good fit even after accounting for the number of predictors. The standard error of the estimate (2.395) indicated a moderate deviation between the actual and predicted financial performance scores, showing that the model produced reliable predictions.

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026





Table 4: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	789.799	1	789.799	137.688	.000 ^b
	Residual	676.867	118	5.736		
	Total	1466.667	119			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Mobile Banking Technology						

Source: Primary Data, 2025

The regression sum of squares was 789.799, while the residual sum of squares was 676.867, giving a total sum of 1466.667. The F-value was 137.688, with a significance value (Sig.) of 0.000, which was well below the 0.05 threshold. This meant that the model was statistically significant, and mobile banking technology had a substantial effect on financial performance. Therefore, we rejected the null hypothesis (H₀) which stated that mobile banking technology has no significant effect on financial performance, and accepted the alternative hypothesis (H₁) that mobile banking technology significantly affects financial performance. The high F-statistic (137.688) confirmed that the regression model was a good predictor of financial performance among users of mobile banking technology at UBA.

Table 5: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.242	1.137		3.093	.000
	Mobile Banking Technology	.867	.074	.734	11.734	.000
a. Dependent Variable: Financial Performance						

Source: Primary Data, 2025

The constant (intercept) was 1.242, with a t-value of 3.093 and a p-value of 0.000, implying that even in the absence of mobile banking technology, the bank maintained a positive baseline level of financial performance. The unstandardized coefficient (B) for mobile banking technology was 0.867, with a standard error of 0.074, a standardized beta value of 0.734, a t-value of 11.734, and a p-value of 0.000. This indicated that for every one-unit increase in mobile banking technology adoption, the financial performance of UBA increased by 0.867 units, holding other factors constant. The high beta coefficient (0.734) demonstrated that mobile banking technology was a strong





and significant predictor of financial performance. The p-value of 0.000, which is far below 0.05, confirmed that the relationship between mobile banking technology and financial performance was statistically significant. Therefore, we rejected the null hypothesis and concluded that there is a positive and significant effect of mobile banking technology on financial performance at UBA (Uganda) Limited. This implies that improvements in mobile banking systems such as enhanced security, user-friendly applications, transaction efficiency, and system reliability lead to better financial outcomes, including increased revenue, improved customer satisfaction, and reduced operational costs.

4.3 Factors influencing the adoption of mobile banking services at UBA (Uganda) Ltd

Table 6: Descriptive Statistics on the adoption of mobile banking services at UBA (Uganda) Ltd

Adoption of Mobile Banking Services	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
I find mobile banking services at UBA convenient to use.	11 (9.2%)	27 (22.5%)	9 (7.5%)	29 (24.2%)	44 (36.7%)	3.57	1.413
Security concerns affect my willingness to use mobile banking.	18 (15.0%)	19 (15.8%)	4 (3.3%)	46 (38.3%)	33 (27.5%)	3.48	1.426
Mobile banking reduces the need to visit the bank physically.	12 (10.0%)	14 (11.7%)	5 (4.2%)	43 (35.8%)	46 (38.3%)	3.81	1.330
The cost of using mobile banking services at UBA is affordable.	17 (14.2%)	19 (15.8%)	7 (5.8%)	39 (32.5%)	38 (31.7%)	3.52	1.438
I have sufficient knowledge and training to use mobile banking services effectively.	6 (5.0%)	18 (15.0%)	3 (2.5%)	34 (28.3%)	59 (49.2%)	4.02	1.257

Source: Primary Data, 2025

The statement “I find mobile banking services at UBA convenient to use” attracted a wide range of responses, with 11 respondents (9.2%) strongly disagreeing, 27 (22.5%) disagreeing, 9 (7.5%) remaining neutral, 29 (24.2%) agreeing, and 44 (36.7%) strongly agreeing. This produced a mean score of 3.57 and a standard deviation (STD) of

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026



1.413. The findings showed that 60.9% (24.2% + 36.7%) of respondents found the services convenient to use, indicating that convenience was a key factor motivating adoption. However, a considerable 31.7% (9.2% + 22.5%) disagreed or strongly disagreed, signaling that for a significant portion of customers, the user experience was not entirely seamless or intuitive. The relatively high standard deviation suggested disparities in customer experiences, with some users finding the app efficient and time-saving, while others encountered challenges such as system delays, login difficulties, or complex navigation. This variation indicated that while convenience was one of UBA's main strengths, continuous improvement in interface design and user guidance remained necessary to ensure uniform satisfaction across customer segments. *A bank manager explained that customer adoption of mobile banking is largely influenced by convenience, accessibility, and speed of transactions. He observed, "Our customers prefer using mobile platforms because they can send money, pay school fees, and check balances instantly without coming to the branch." However, he acknowledged that trust and digital literacy remain barriers to wider adoption (KM005: 02/10/2025).*

Regarding the statement "Security concerns affect my willingness to use mobile banking," responses were mixed. 18 respondents (15.0%) strongly disagreed, 19 (15.8%) disagreed, 4 (3.3%) were neutral, 46 (38.3%) agreed, and 33 (27.5%) strongly agreed. This produced a mean of 3.48 and a standard deviation of 1.426, indicating that perceptions about security were quite divided. While a total of 65.8% (38.3% + 27.5%) acknowledged that security concerns influenced their willingness to use the service, 30.8% (15.0% + 15.8%) disagreed, suggesting that some customers were confident in UBA's security protocols. The relatively high mean score reflected that issues such as fear of fraud, unauthorized access, and transaction errors were significant factors influencing adoption decisions. The large standard deviation further implied that customers' trust levels varied widely, possibly depending on their prior experiences or understanding of mobile banking risks. Thus, while UBA had evidently built some degree of security trust, the data emphasized the need for continuous assurance and customer education on cyber safety to enhance confidence in digital transactions. *A finance department officer emphasized the role of security assurance in influencing adoption, stating, "When customers perceive the platform as secure, they are more likely to use it. But one incident of fraud can make them revert to cash transactions." Several customers echoed this sentiment, indicating that trust in the system and fear of losing money determine their willingness to use mobile banking (KM006: 02/10/2025).*

For the statement "Mobile banking reduces the need to visit the bank physically," the results demonstrated one of the strongest positive perceptions among all items. 12 respondents (10.0%) strongly disagreed, 14 (11.7%) disagreed, 5 (4.2%) were neutral, 43 (35.8%) agreed, and 46 (38.3%) strongly agreed. This yielded a mean score of 3.81 and a standard deviation of 1.330, making it the second-highest mean in this section. The 74.1% (35.8% + 38.3%) agreement rate clearly illustrated that convenience and time-saving benefits were the primary motivators for

adopting mobile banking at UBA. The finding reinforced that customers valued the ability to perform transactions remotely, which minimized the inconvenience of long queues and travel time to physical branches. However, the 21.7% (10.0% + 11.7%) who disagreed suggested that a minority still preferred face-to-face banking, possibly due to trust issues or technological limitations. The relatively moderate standard deviation indicated general consensus, with most users recognizing that digital banking had significantly transformed how they accessed financial services. *Another banking officer noted that customer awareness campaigns are essential. He remarked, "Some clients don't even know all the features of the UBA app. We do outreach and send SMS alerts to educate them, but more sensitization is needed." Representatives from the Administration Division agreed that continuous education through workshops, social media, and demonstrations helps demystify digital banking, especially among older customers (KM007: 02/10/2025).*

The statement "The cost of using mobile banking services at UBA is affordable" generated slightly more divided opinions. 17 respondents (14.2%) strongly disagreed, 19 (15.8%) disagreed, 7 (5.8%) were neutral, 39 (32.5%) agreed, and 38 (31.7%) strongly agreed. This resulted in a mean of 3.52 and a standard deviation of 1.438, indicating moderate agreement but also considerable variation. The total 64.2% (32.5% + 31.7%) agreement implied that most customers found the service charges and transaction costs acceptable. However, the 30% (14.2% + 15.8%) who disagreed reflected that a substantial number of customers perceived the costs as relatively high or inconsistent. The high standard deviation highlighted the disparity in perceptions, which might have been influenced by different transaction frequencies, types of services used, or varying customer income levels. The findings implied that while affordability supported mobile banking adoption, pricing transparency and communication regarding transaction charges could be enhanced to improve customer trust and satisfaction.

The statement "I have sufficient knowledge and training to use mobile banking services effectively" recorded the highest mean score of 4.02 and a standard deviation of 1.257, reflecting the strongest consensus among respondents. 6 respondents (5.0%) strongly disagreed, 18 (15.0%) disagreed, 3 (2.5%) were neutral, 34 (28.3%) agreed, and 59 (49.2%) strongly agreed. This translated to a total of 77.5% (28.3% + 49.2%) agreement, indicating that most customers felt confident and well-equipped to use UBA's mobile banking services. This high level of confidence suggested that UBA's customer support initiatives and public sensitization had effectively enhanced users' digital literacy. However, a minority 20% (5.0% + 15.0%) still lacked sufficient knowledge, implying that continued customer training, particularly for older or first-time users, would further strengthen adoption and usage rates. The relatively low standard deviation showed that opinions were fairly consistent, confirming that user competence was a strong enabler of mobile banking adoption at UBA. *According to one data analyst, "Younger and educated clients adopt faster because they're already using smartphones for everything else." However, rural customers and older adults are slower to adapt due to limited exposure, lower incomes, and fear of technology. Thus, adoption is highly*

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

segmented across age, income, and education lines (KM008: 02/10/2025).

Table 7: Regression Analysis between adoption of mobile banking services and financial performance of UBA (Uganda) Limited

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.583	.579	2.278
a. Predictors: (Constant), Factors Influencing Adoption of Mobile Banking Services				

Source: Primary Data, 2025

The model summary showed a correlation coefficient (R) of 0.763, indicating a strong positive linear association between the adoption of mobile banking and financial performance. The R Square value of 0.583 revealed that approximately 58.3% of the variations in financial performance could be explained by changes in the adoption of mobile banking services. The Adjusted R Square value of 0.579 confirmed that the model remained stable even after adjusting for the predictor variable, meaning the regression model was a good fit for the data. The standard error of the estimate (2.278) indicated a moderate level of variation between the predicted and actual financial performance, suggesting that the regression model predicted outcomes with reasonable accuracy.

Table 8: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	854.480	1	854.480	164.702	.000 ^b
	Residual	612.187	118	5.188		
	Total	1466.667	119			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Adoption of Mobile Banking Services						

Source: Primary Data, 2025

The regression sum of squares was 854.480, while the residual sum of squares was 612.187, leading to a total sum of 1466.667. The model produced an F-value of 164.702 with a significance value (Sig.) of 0.000, which was well below the conventional threshold of 0.05. This indicated that the adoption of mobile banking services had a statistically significant effect on financial performance at UBA. Therefore, we rejected the null hypothesis (H₀) that stated there was no significant relationship between the adoption of mobile banking and financial performance, and accepted the alternative hypothesis (H₁) that adoption of mobile banking significantly affects financial performance. The high F-value reinforced the conclusion that the model was a strong predictor of the bank's financial performance.

Table 9: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.892	.991		4.908	.000
	Adoption of Mobile Banking Services	.838	.065	.763	12.834	.000

a. Dependent Variable: Financial Performance

Source: Primary Data, 2025

The constant (intercept) was 1.892 with a t-value of 4.908 and a p-value of 0.000, indicating that even without the influence of mobile banking adoption, UBA’s financial performance remained positive at a baseline level. The unstandardized coefficient (B) for the adoption of mobile banking services was 0.838, with a standard error of 0.065, a standardized beta value of 0.763, a t-value of 12.834, and a p-value of 0.000. These results showed that for every one-unit increase in the adoption of mobile banking services, the financial performance of UBA increased by 0.838 units, holding all other factors constant. The high beta value (0.763) indicated that adoption of mobile banking was a strong and direct predictor of financial performance, confirming that higher customer engagement and utilization of mobile banking platforms significantly improved profitability and operational efficiency. Since the p-value (0.000) was well below 0.05, the relationship between mobile banking adoption and financial performance was statistically significant. Therefore, we rejected the null hypothesis (H₀) and concluded that there was a positive and significant effect of mobile banking adoption on the financial performance of UBA (Uganda) Limited. The findings suggested that as more customers adopted mobile banking services such as mobile transfers, balance inquiries, bill payments, and digital deposits the bank experienced improved financial outcomes through increased transaction volumes, cost savings, and enhanced customer satisfaction.

4.4 Relationship between mobile banking and financial performance of UBA (Uganda) Limited

Table 10: Relationship between mobile banking and financial performance of UBA (Uganda) Limited

Mobile Banking	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
Mobile banking has increased UBA’s customer base.	7 (5.8%)	26 (21.7%)	6 (5.0%)	34 (28.3%)	47 (39.2%)	3.73	1.333
Mobile banking services have	12 (10.0%)	23 (19.2%)	1 (0.8%)	44 (36.7%)	40 (33.3%)	3.64	1.377

improved UBA's profitability.							
Mobile banking reduces transaction costs for UBA.	8 (6.7%)	14 (11.7%)	5 (4.2%)	38 (31.7%)	55 (45.8%)	3.98	1.257
Mobile banking contributes to faster processing of financial transactions at UBA.	12 (10.0%)	20 (16.7%)	4 (3.3%)	37 (30.8%)	47 (39.2%)	3.73	1.390
The adoption of mobile banking has improved customer satisfaction at UBA.	3 (2.5%)	18 (15.0%)	2 (1.7%)	36 (30.0%)	61 (50.8%)	4.12	1.161

Source: Primary Data, 2025

The statement “Mobile banking has increased UBA’s customer base” revealed that 7 respondents (5.8%) strongly disagreed, 26 (21.7%) disagreed, 6 (5.0%) were neutral, 34 (28.3%) agreed, and 47 (39.2%) strongly agreed. This produced a mean score of 3.73 and a standard deviation (STD) of 1.333, showing a generally positive perception. The majority of respondents 67.5% (28.3% + 39.2%) agreed that mobile banking had expanded the bank’s customer base, suggesting that the convenience of digital platforms had attracted new clients who preferred remote banking services. Conversely, 27.5% (5.8% + 21.7%) disagreed, implying that a segment of respondents did not associate mobile banking with significant customer growth, perhaps due to limited adoption in rural areas or among less tech-savvy populations. The mean score indicated a moderately strong relationship between mobile banking and customer growth, while the standard deviation reflected variation in experiences, possibly due to differences in customer awareness or accessibility of mobile services. *The Bank Manager reported that the introduction of mobile banking has “significantly boosted the bank’s financial performance” through increased transaction volumes and improved customer reach. He observed, “Our revenue streams have diversified we now earn from digital transaction fees, airtime sales, and mobile loan processing.” These digital services have expanded UBA’s customer base, especially among younger users and SMEs that prefer instant payment solutions (KM009: 02/10/2025).*

For the statement “Mobile banking services have improved UBA’s profitability”, responses were also largely favorable though slightly more diverse. 12 respondents (10.0%) strongly disagreed, 23 (19.2%) disagreed, 1 (0.8%) remained neutral, 44 (36.7%) agreed, and 40 (33.3%) strongly agreed. This yielded a mean of 3.64 and a standard deviation of 1.377. The majority 70% (36.7% + 33.3%) agreed that mobile banking had enhanced profitability, reflecting that digital transactions had reduced operational expenses, improved transaction volumes, and boosted

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

revenue through convenience-driven customer engagement. However, 29.2% (10.0% + 19.2%) expressed disagreement, suggesting that some clients perceived mobile banking as cost-intensive or that its financial impact on profitability was not directly visible to customers. The fairly high standard deviation showed mixed opinions, implying that while profitability gains were evident from the bank's perspective, customers' perceptions varied depending on their understanding of how digital services contributed to financial outcomes. *From a finance officer's perspective, mobile banking has positively affected profitability and operational efficiency. "We've reduced over-the-counter transactions, which means fewer cash-handling costs and faster service delivery," he said. This efficiency translates into cost savings, especially in branch operations and staff workload (KM010: 02/10/2025).*

When asked whether "Mobile banking reduces transaction costs for UBA," most respondents responded affirmatively, making this one of the strongest indicators of positive financial performance. 8 respondents (6.7%) strongly disagreed, 14 (11.7%) disagreed, 5 (4.2%) were neutral, 38 (31.7%) agreed, and 55 (45.8%) strongly agreed. The statement recorded a mean of 3.98 and a standard deviation of 1.257, reflecting high agreement and relatively low variation compared to other items. The total 77.5% (31.7% + 45.8%) who agreed showed a clear belief that mobile banking had significantly reduced operational costs by minimizing manual transactions, paperwork, and in-branch congestion. Only 18.4% (6.7% + 11.7%) disagreed, possibly reflecting those unaware of the internal cost implications for the bank. The high mean underscored that mobile banking was not only beneficial to customers but also instrumental in improving UBA's cost efficiency and profitability margins by promoting automation and reducing dependency on physical infrastructure. *A banking officer added that customer retention has also improved. "Clients who use mobile banking rarely close their accounts because of convenience they can transact 24/7," he explained. However, another staff member cautioned that while mobile banking increases short-term revenue, it also introduces cyber security and system maintenance costs that must be managed carefully (KM011: 02/10/2025).*

The statement "Mobile banking contributes to faster processing of financial transactions at UBA" also generated strong positive feedback. 12 respondents (10.0%) strongly disagreed, 20 (16.7%) disagreed, 4 (3.3%) were neutral, 37 (30.8%) agreed, and 47 (39.2%) strongly agreed. This resulted in a mean score of 3.73 and a standard deviation of 1.390. A total of 70% (30.8% + 39.2%) agreed that mobile banking had enhanced transaction speed, indicating that customers experienced more efficient service delivery. However, 26.7% (10.0% + 16.7%) disagreed, suggesting that some clients might have faced transaction delays due to system congestion, internet issues, or application glitches. The high mean reinforced that digital banking was instrumental in reducing turnaround time for financial transactions such as fund transfers and balance inquiries. The standard deviation indicated that, while many customers appreciated the improved efficiency, differences in service reliability across users led to slightly varied perceptions.



The statement “The adoption of mobile banking has improved customer satisfaction at UBA” recorded the highest mean score of 4.12 and the lowest standard deviation of 1.161, making it the most strongly supported aspect of mobile banking’s impact on financial performance. 3 respondents (2.5%) strongly disagreed, 18 (15.0%) disagreed, 2 (1.7%) were neutral, 36 (30.0%) agreed, and 61 (50.8%) strongly agreed. The combined 80.8% (30.0% + 50.8%) agreement demonstrated that mobile banking had greatly enhanced customer satisfaction by offering convenience, accessibility, and efficiency. Only 17.5% (2.5% + 15.0%) disagreed, likely reflecting customers who encountered usability or network challenges. The high mean indicated that mobile banking had strengthened the relationship between UBA and its clients by meeting evolving digital expectations, while the low standard deviation suggested a strong consensus among respondents about the positive impact of mobile banking on customer satisfaction.

Table 11: Relationship between mobile banking and financial performance of UBA (Uganda) Limited

Correlations			
		Mobile Banking	Financial Performance
Mobile Banking	Pearson Correlation	1	.693**
	Sig. (2-tailed)		.000
	N	120	120
Financial Performance	Pearson Correlation	.693**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data, 2025

The correlation analysis between mobile banking and financial performance of UBA (Uganda) Limited revealed a strong and statistically significant positive relationship between the two variables. The results showed a Pearson correlation coefficient (r) of 0.693 with a significance value (Sig.) of 0.000, based on a sample size (N) of 120 respondents. This indicated that as the use and effectiveness of mobile banking increased, the financial performance of UBA also improved considerably. Since the p-value (0.000) was less than the standard significance level of 0.01, the relationship was statistically significant at the 1% level, confirming that the observed correlation was not due to chance. Given these results, we rejected the null hypothesis (H₀) which stated that there is no significant relationship between mobile banking and financial performance, and accepted the alternative hypothesis (H₁) that there is a statistically significant positive relationship between the two variables. This finding suggested that enhanced mobile banking services such as convenient fund transfers, real-time balance inquiries, and bill payments directly contributed to improved financial outcomes at UBA. The strong positive correlation (r = 0.693) implied that as customers increasingly adopted mobile banking platforms, the bank experienced higher transaction volumes,





reduced operational costs, and greater profitability, all of which translated into better financial performance.

4.5 Financial performance of UBA (Uganda) Limited

Table 12: Financial performance of UBA (Uganda) Limited

Financial performance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	STD
Mobile banking has significantly increased the profitability of our bank branch.	4 (3.3%)	22 (18.3%)	6 (5.0%)	35 (29.2%)	53 (44.2%)	3.93	1.238
The use of mobile banking services has contributed to higher revenue generation for the bank.	13 (10.8%)	25 (20.8%)	1 (0.8%)	45 (37.5%)	36 (30.0%)	3.55	1.389
Mobile banking has helped reduce the operational costs of our bank branch.	6 (5.0%)	15 (12.5%)	5 (4.2%)	44 (36.7%)	50 (41.7%)	3.98	1.191
Mobile banking has improved customer retention, positively impacting the bank's financial performance.	10 (8.3%)	21 (17.5%)	6 (5.0%)	43 (35.8%)	40 (33.3%)	3.68	1.322
Challenges in mobile banking implementation limit its positive effect on the bank's financial performance.	1 (0.8%)	18 (15.0%)	2 (1.7%)	40 (33.3%)	59 (49.2%)	4.15	1.082

Source: Primary Data, 2025

The statement “Mobile banking has significantly increased the profitability of our bank branch” revealed that 4 respondents (3.3%) strongly disagreed, 22 (18.3%) disagreed, 6 (5.0%) were neutral, 35 (29.2%) agreed, and 53 (44.2%) strongly agreed. This produced a mean score of 3.93 and a standard deviation (STD) of 1.238, indicating a generally strong positive perception. The majority of respondents, 73.4% (29.2% + 44.2%), agreed that mobile

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026



banking had significantly boosted branch profitability, suggesting that digital banking innovations enhanced transaction efficiency, reduced manual operations, and increased customer engagement. Conversely, 21.6% (3.3% + 18.3%) disagreed, implying that some staff or customers may not have directly observed profitability gains, possibly due to uneven adoption rates or high initial setup costs. The relatively high mean denoted a strong relationship between mobile banking and profitability, while the moderate standard deviation reflected some diversity in views, likely influenced by differing experiences across branches or customer segments. A *finance department representative outlined the key indicators of financial performance as revenue growth, profitability ratios, customer deposit levels, and return on assets (ROA). He explained, "These metrics help us assess whether the bank is achieving its financial objectives each quarter" (KM012: 02/10/2025). Over the past few years, UBA's financial performance has shown steady improvement, largely attributed to the digital transformation strategy.*

The statement "The use of mobile banking services has contributed to higher revenue generation for the bank" indicated that 13 respondents (10.8%) strongly disagreed, 25 (20.8%) disagreed, 1 (0.8%) was neutral, 45 (37.5%) agreed, and 36 (30.0%) strongly agreed. This yielded a mean of 3.55 and a standard deviation of 1.389, reflecting a moderately positive perception with notable variation in responses. The majority, 67.5% (37.5% + 30.0%), agreed that mobile banking had boosted revenue, likely due to increased transaction volumes and expanded service accessibility. However, 31.6% (10.8% + 20.8%) disagreed, showing that some respondents perceived the financial benefits as either minimal or offset by costs such as system maintenance or transaction fees. The moderate mean suggested a positive but not overwhelming consensus, while the higher standard deviation indicated mixed experiences regarding the extent of revenue improvement across different service lines. *According to a senior administrator, "Mobile banking has been a major driver of growth. Digital transactions now account for a significant portion of our non-interest income." He elaborated that such innovation has helped the bank withstand economic fluctuations by reducing dependency on physical branches (KM013: 02/10/2025).*

The statement "Mobile banking has helped reduce the operational costs of our bank branch" showed that 6 respondents (5.0%) strongly disagreed, 15 (12.5%) disagreed, 5 (4.2%) were neutral, 44 (36.7%) agreed, and 50 (41.7%) strongly agreed. This produced a mean of 3.98 and a standard deviation of 1.191, suggesting a strong positive agreement with minimal variability in responses. A majority of 78.4% (36.7% + 41.7%) agreed that mobile banking reduced operational costs, implying that digital platforms minimized the need for physical resources, paperwork, and branch congestion. Only 17.5% (5.0% + 12.5%) disagreed, possibly due to ongoing technology maintenance costs or initial investments in mobile infrastructure. The high mean demonstrated a clear recognition of cost efficiency resulting from digitalization, while the relatively low standard deviation indicated general agreement among respondents.



The statement “Mobile banking has improved customer retention, positively impacting the bank’s financial performance” revealed that 10 respondents (8.3%) strongly disagreed, 21 (17.5%) disagreed, 6 (5.0%) were neutral, 43 (35.8%) agreed, and 40 (33.3%) strongly agreed. This resulted in a mean of 3.68 and a standard deviation of 1.322, indicating an overall positive perception with moderate variability. A combined 69.1% (35.8% + 33.3%) agreed that mobile banking enhanced customer loyalty, likely due to increased convenience, accessibility, and reliability of digital services. However, 25.8% (8.3% + 17.5%) disagreed, suggesting that some customers may still prefer traditional banking interactions or faced challenges such as network instability or digital illiteracy. The mean value reflected a moderately strong link between mobile banking and customer retention, while the standard deviation suggested that experiences varied depending on customer engagement and satisfaction levels.

The statement “Challenges in mobile banking implementation limit its positive effect on the bank’s financial performance” revealed that 1 respondent (0.8%) strongly disagreed, 18 (15.0%) disagreed, 2 (1.7%) were neutral, 40 (33.3%) agreed, and 59 (49.2%) strongly agreed. This produced the highest mean of 4.15 and a standard deviation of 1.082, indicating a strong consensus on this issue. The vast majority, 82.5% (33.3% + 49.2%), agreed that challenges such as system downtimes, cyber-security threats, and limited customer training hindered the full financial benefits of mobile banking. Only 15.8% (0.8% + 15.0%) disagreed, reflecting that while mobile banking was beneficial, technical and operational challenges remained significant barriers. The high mean demonstrated strong acknowledgment of these limitations, while the low standard deviation showed consistent agreement across respondents. *A member of the IT division concluded, “The financial performance of UBA is directly tied to how well we manage digital transformation risks and continuously innovate. Mobile banking is no longer optional it’s the lifeline of modern banking.” (KM014: 02/10/2025).*

Table 13: Multiple Linear Regression Analysis between Mobile Banking, Mobile Banking Technology, Adoption of Mobile Banking Services and Financial Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.591	.580	2.274
a. Predictors: (Constant), Mobile Banking , Mobile Banking Technology , Factors Influencing Adoption of Mobile Banking Services				

Source: Primary Data, 2025

The model summary indicated a correlation coefficient (R) of 0.769, showing a strong positive relationship between the independent variables and financial performance. The R Square value of 0.591 revealed that approximately 59.1% of the variations in financial performance could be explained by the combined effect of mobile banking, mobile banking technology, and the adoption of mobile banking services. The Adjusted R Square value of 0.580 slightly reduced the explained variance after accounting for the number of predictors, suggesting that the model was

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026





robust and reliable in explaining the relationship. The standard error of estimate (2.274) demonstrated moderate variability in predicting financial performance, implying that the model’s predictions were reasonably accurate and consistent.

Table 14: Analysis of variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	866.882	3	288.961	55.886	.000 ^b
	Residual	599.785	116	5.171		
	Total	1466.667	119			
a. Dependent Variable: Financial Performance						
b. Predictors: (Constant), Mobile Banking , Mobile Banking Technology , Adoption of Mobile Banking Services						

Source: Primary Data, 2025

The regression model had a sum of squares of 866.882, with a mean square of 288.961, while the residual sum of squares was 599.785, yielding an F-value of 55.886 and a significance level (Sig.) of 0.000. Since the significance value was less than 0.05, it indicated that the overall regression model was statistically significant. This meant that mobile banking, mobile banking technology, and the adoption of mobile banking services collectively had a significant influence on the financial performance of UBA. Therefore, we reject the null hypothesis (H₀) that there is no significant relationship between mobile banking variables and financial performance, and conclude that the independent variables have a statistically significant effect on the bank’s financial performance.

Table 15: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.220	1.112		2.097	.001
	Mobile Banking Technology	.466	.177	.325	2.499	.000
	Factors Influencing Adoption of Mobile Banking Services	.616	.185	.561	3.319	.000
	Mobile Banking	.503	.129	.428	2.220	.000
a. Dependent Variable: Financial Performance						

Source: Primary Data, 2025



The constant (intercept) had a coefficient of 1.220 with a t-value of 2.097 and a significance level of 0.001, indicating that even when all other predictors were held constant, the financial performance of UBA would still register a positive baseline effect. The coefficient for mobile banking technology was 0.466, with a standard error of 0.177, a beta value of 0.325, a t-value of 2.499, and a significance level of 0.000. This implied that a unit increase in mobile banking technology led to a 0.466 increase in financial performance, holding other factors constant. The positive and significant coefficient suggested that advanced mobile banking technologies enhanced efficiency, reduced transaction times, and improved customer satisfaction, thereby positively affecting financial performance.

The factors influencing the adoption of mobile banking services recorded the highest coefficient of 0.616, a standard error of 0.185, a beta value of 0.561, a t-value of 3.319, and a significance level of 0.000. This indicated that a unit increase in adoption factors corresponded to a 0.616 increase in financial performance, confirming that when customers found mobile banking easy to use, secure, and affordable, their engagement increased leading to improved financial outcomes for UBA. The mobile banking variable itself had a coefficient of 0.503, a standard error of 0.129, a beta of 0.428, a t-value of 2.220, and a significance level of 0.000. This demonstrated that a unit improvement in mobile banking usage contributed to a 0.503 rise in financial performance, reinforcing the importance of digital service accessibility and customer satisfaction in driving profitability and operational efficiency. Since all the predictor variables had p-values less than 0.05, the results confirmed that mobile banking, mobile banking technology, and adoption factors were all significant predictors of financial performance. The positive coefficients indicated that as each of these independent variables increased, financial performance also improved correspondingly. Therefore, based on the regression output, we rejected the null hypothesis (H_0) and accepted the alternative hypothesis (H_1) that mobile banking-related factors have a statistically significant and positive effect on the financial performance of UBA (Uganda) Limited.

CHAPTER FIVE

FINDINGS OF THE STUDY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses summary, conclusion and recommendations in relation to the study findings and study objectives follows; the relationship between mobile banking and the financial performance of commercial banks in Uganda

5.1 Findings of the study

5.1.1 Mobile banking technology used at UBA (Uganda) Limited a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.

The findings of this study revealed that the adoption of mobile banking technology at UBA (Uganda) Limited, particularly at the Jinja Road Branch, had a substantial impact on customer convenience, operational efficiency, and financial performance. It was revealed that UBA's provision of mobile banking services via smartphones significantly enhanced accessibility for customers, with a majority acknowledging the availability of these services. The study highlighted that while some respondents indicated limited awareness or challenges in accessing the service, the overall perception pointed to the successful integration of mobile banking into everyday banking operations. This aligns with the principles of the Strategic Constituencies Approach, which emphasizes that an organization's effectiveness is closely tied to its ability to meet the needs of key stakeholders, in this case, the bank's customers (Grunig, 2021; Smith & Taylor, 2022). By ensuring that clients could perform transactions remotely, UBA effectively strengthened its relationship with a critical constituency, enhancing both satisfaction and loyalty.

It was further revealed that mobile banking at UBA enabled customers to conduct account balance inquiries anytime and anywhere, reflecting the convenience and responsiveness of digital banking platforms. The study indicated that a significant proportion of respondents valued this feature, suggesting that the bank's mobile systems successfully reduced the need for physical branch visits, consistent with the broader literature on electronic fund transfers (EFTs) and mobile banking adoption in developing economies (Mwangi et al., 2021; Ochieng & Waweru, 2022). However, a fraction of users reported occasional challenges such as network disruptions and system downtime, highlighting areas for improvement in service reliability. These findings support the theoretical assertion that meeting the expectations of strategic constituents requires continuous monitoring and adaptation of services to maintain trust and satisfaction (Johnson et al., 2021; Anderson & White, 2023).

In assessing the efficiency of fund transfers via mobile banking, it was revealed that customers perceived UBA's services as fast and reliable, indicating strong confidence in the bank's digital transfer mechanisms. This high level of trust in the transaction process illustrates the critical role of system reliability and speed in promoting mobile banking adoption, reflecting the idea that organizational effectiveness and financial performance are strongly

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

influenced by stakeholder satisfaction (Kumar & Lee, 2020). The study found that UBA's integration of mobile banking with core banking systems, ATMs, and internet banking portals enabled seamless transactions, thereby ensuring operational consistency and convenience for users. This supports prior findings that the interoperability of digital banking channels enhances both efficiency and institutional performance (Mensah & Boateng, 2022; Anguelov et al., 2020).

The research further revealed that mobile banking at UBA supported bill payments, including utility and recurring bills, providing customers with a versatile and efficient way to manage financial obligations. The adoption of such services aligns with global trends in mobile financial services, where partnerships between banks, utility providers, and telecommunication companies have enabled cashless transactions and increased compliance with payments (Mugabe, 2021; Balachandher et al., 2021). While most respondents recognized the utility of this feature, some reported limited usage or awareness, suggesting the need for targeted customer sensitization campaigns. This observation reinforces the theoretical stance that organizations must actively identify and satisfy the needs of strategic constituencies to enhance both performance and sustainability (Kumar & Lee, 2020).

5.1.2 Adoption of mobile banking services at UBA (Uganda) Ltd

The findings of the study revealed that the adoption of mobile banking services at UBA (Uganda) Limited was strongly influenced by convenience, security, affordability, and customer competence. It was revealed that a majority of respondents found mobile banking services convenient to use, highlighting convenience as a key driver of adoption. While some respondents expressed challenges such as system delays, login difficulties, or complex navigation, the overall sentiment indicated that mobile banking significantly reduced the need for physical branch visits, allowing customers to perform transactions like money transfers, bill payments, and balance inquiries remotely. This finding aligns with prior research emphasizing that mobile banking increases accessibility, reduces transaction costs, and transforms traditional banking practices by allowing timely access to financial information across broader populations (Nguyen & Simkin, 2021; Mwangi & Wambui, 2022). According to one bank manager, customers preferred using mobile platforms because of their speed and ease, although trust and digital literacy continued to pose barriers for some users (KM005: 02/10/2025).

It was further revealed that security concerns played a critical role in shaping customers' willingness to adopt mobile banking. While a considerable number of respondents acknowledged that fears of fraud, unauthorized access, and transaction errors influenced their usage, a significant proportion reported confidence in UBA's security protocols. This divergence of perceptions reflects the challenges identified in the literature, where rapid adoption increases security risks and necessitates robust technological safeguards and customer education (Adeyemi et al., 2022; Soludo, 2005; Johnson et al., 2023). Respondents noted that trust in the system could be undermined by even a single incident of fraud, emphasizing that sustainable mobile banking adoption depends on both technical security

measures and continuous customer assurance (Smith & Chen, 2021; Enos, 2021). A finance department officer highlighted that customers' perception of security directly influenced their willingness to use mobile banking, underscoring the strategic importance of integrating security into service design (KM006: 02/10/2025).

The study revealed that mobile banking substantially minimized the need for customers to visit physical branches, with the majority agreeing that digital platforms offered time-saving and efficient alternatives. This was particularly evident in functions such as fund transfers, bill payments, and account inquiries, reinforcing previous research that ICT integration reduces constraints of time, space, and accessibility in banking (Kariuki & Muli, 2022; Mwangi & Wambui, 2022). Despite this positive perception, a minority of respondents preferred face-to-face banking due to trust issues or technological limitations, indicating that adoption is not uniform across all customer segments. Banking officers highlighted the need for continuous customer awareness campaigns, workshops, and demonstrations to enhance understanding and usage of mobile banking features, particularly among older clients or those with limited technological exposure (KM007: 02/10/2025).

5.1.3 Relationship between mobile banking and financial performance of UBA (Uganda) Limited

The findings of the study revealed that mobile banking had a significant and positive impact on the financial performance of UBA (Uganda) Limited. It was revealed that the majority of respondents perceived mobile banking as a critical driver of customer base expansion, with many noting that the convenience of digital platforms attracted new clients, particularly younger users and SMEs who preferred instant and remote banking solutions. The data showed that 67.5% of respondents agreed that mobile banking had increased the customer base, indicating that the adoption of mobile platforms contributed to both market penetration and client acquisition. This supports the theoretical assertion that service innovation, particularly in customer-driven sectors like banking, directly influences organizational performance by satisfying strategic constituencies (Okeke & Eze, 2021; Adebayo et al., 2022). A bank manager explained that mobile banking had diversified revenue streams through digital transaction fees, airtime sales, and mobile loan processing, demonstrating the direct link between enhanced service offerings and financial growth (KM009: 02/10/2025).

It was further revealed that mobile banking improved UBA's profitability by streamlining operations and increasing transaction volumes. While a small fraction of respondents perceived digital banking as cost-intensive, the majority recognized that mobile banking reduced operational expenses and enhanced revenue by minimizing manual transactions and increasing customer engagement. This finding aligns with research highlighting that mobile banking enhances operational efficiency, reduces the reliance on physical branch networks, and strengthens competitive positioning (Mols, 1998; Adeyemi & Afolabi, 2021; Mwangi & Mutua, 2023). A finance officer noted that reducing over-the-counter transactions decreased cash-handling costs and accelerated service delivery, confirming that mobile banking contributes to profitability by lowering operational overheads (KM010: 02/10/2025).

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

The study revealed that mobile banking substantially reduced transaction costs for UBA, with 77.5% of respondents affirming that digital platforms enabled more cost-efficient operations. This finding underscores the value of automation and remote service delivery, as mobile banking diminishes paperwork, in-branch congestion, and staff workload. Research has similarly shown that mobile banking lowers the cost of service delivery while providing timely financial information to clients, a factor critical for retaining customers and sustaining profitability in competitive banking environments (Jen & Michael, 2022; Liao & Cheung, 2020; Rotchanakitumnuai & Speece, 2021). Banking officers observed that mobile banking also contributed to customer retention, with clients remaining loyal due to the convenience of 24/7 access, though the introduction of digital platforms also necessitated vigilant management of cyber security and system maintenance costs (KM011: 02/10/2025).

5.2 Conclusions

5.2.1 Mobile banking technology used at UBA (Uganda) Limited a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.

It was concluded that the adoption of mobile banking technology at UBA (Uganda) Limited, particularly at the Jinja Road Branch, had a substantial and positive impact on customer convenience, operational efficiency, and overall financial performance. Specifically, the study concluded that the provision of mobile banking services via smartphones significantly enhanced accessibility for customers, allowing them to perform transactions remotely and reducing the necessity for physical branch visits. While some respondents reported limited awareness or occasional challenges in accessing the service, the majority acknowledged the availability and usefulness of mobile banking, demonstrating successful integration into everyday banking operations. This supports the Strategic Constituencies Approach, which emphasizes that organizational effectiveness is closely tied to satisfying the needs of key stakeholders, in this case, UBA's customers (Grunig, 2021; Smith & Taylor, 2022). By offering remote transaction capabilities, UBA strengthened customer satisfaction, loyalty, and engagement, thereby enhancing its institutional performance.

The study further concluded that mobile banking services provided customers with the convenience of conducting account balance inquiries and other routine transactions anytime and anywhere. A significant proportion of respondents valued this feature, indicating that UBA's mobile banking platform effectively reduced the dependency on physical branches. However, a minority of users reported occasional network disruptions and system downtime, highlighting areas for ongoing service improvement. These findings reinforce the theoretical assertion that continuous monitoring and adaptation of services are necessary to maintain stakeholder trust and satisfaction (Mwangi et al., 2021; Ochieng & Waweru, 2022; Johnson et al., 2021; Anderson & White, 2023).

The study concluded that mobile banking at UBA enhanced the efficiency and reliability of fund transfers and other

Received: 14.03.2026

Accepted: 18.03.2026

Published on: 30.03.2026

digital transactions. Customers perceived the bank's mobile banking mechanisms as fast and trustworthy, reflecting the importance of system reliability and speed in promoting adoption. Furthermore, the integration of mobile banking with core banking systems, ATMs, and internet banking portals enabled seamless transactions, ensuring operational consistency and convenience. These findings align with previous research highlighting that interoperability among digital banking channels strengthens operational efficiency and contributes to improved organizational performance.

5.2.2 Adoption of mobile banking services at UBA (Uganda) Ltd

It was concluded that the adoption of mobile banking services at UBA (Uganda) Limited is strongly influenced by convenience, security, affordability, and customer competence. Specifically, the study concluded that convenience is a primary driver of adoption, as mobile banking significantly reduces the need for physical branch visits and enables customers to perform transactions such as money transfers, bill payments, and balance inquiries remotely. The ability to access financial services quickly and efficiently aligns with prior research demonstrating that mobile banking enhances accessibility, reduces transaction costs, and transforms traditional banking practices (Nguyen & Simkin, 2021; Mwangi & Wambui, 2022).

The study further concluded that security is a critical factor shaping customers' willingness to adopt mobile banking. While many respondents expressed confidence in UBA's security measures, concerns regarding fraud, unauthorized access, and transaction errors remained influential for a significant portion of users. This highlights that sustainable adoption relies not only on robust technical safeguards but also on continuous customer education and assurance regarding digital security (Adeyemi et al., 2022; Soludo, 2005; Johnson et al., 2023; Smith & Chen, 2021; Enos, 2021).

The study concluded that mobile banking reduces dependence on physical branches by offering time-saving and efficient alternatives for routine banking tasks. However, adoption is not uniform across all customer segments, as some individuals particularly older clients or those with limited technological exposure still prefer face-to-face banking. The findings emphasize the strategic importance of ongoing customer awareness initiatives, training workshops, and demonstrations to enhance digital literacy and ensure broader adoption (Kariuki & Muli, 2022; Mwangi & Wambui, 2022; KM007: 02/10/2025).

5.2.3 Relationship between mobile banking and financial performance of UBA (Uganda) Limited

It was concluded that mobile banking has a significant and positive influence on the financial performance of UBA (Uganda) Limited. Specifically, the study concluded that mobile banking is a key driver of customer base expansion, attracting new clients, particularly younger users and SMEs, due to the convenience, speed, and accessibility of digital platforms. The adoption of mobile banking was found to contribute not only to market penetration but also to revenue diversification through services such as digital transaction fees, airtime sales, and mobile loan processing.

Additionally, it was concluded that mobile banking enhances profitability by streamlining operations, reducing reliance on manual, over-the-counter transactions, and minimizing operational expenses. The automation and remote service delivery enabled by mobile banking were found to reduce transaction costs, alleviate in-branch congestion, and improve service efficiency, thereby supporting both cost savings and customer retention. The study concluded that mobile banking strengthens UBA's competitive positioning by improving operational efficiency, customer satisfaction, and loyalty, while simultaneously necessitating careful management of cyber security and system maintenance.

5.3 Recommendations

5.3.1 Mobile banking technology used at UBA (Uganda) Limited a case study of United Bank for Africa, Jinja Road Branch Kampala Uganda.

There should be programs such as workshops, tutorials, and SMS or app-based guidance to ensure that all users, particularly older clients and those with limited digital literacy, can effectively navigate the mobile banking platforms. There should also be a focus on strengthening system reliability and technical support, as occasional network disruptions and system downtime were reported. Investments in robust IT infrastructure, regular system maintenance, and real-time technical support should be made to minimize service interruptions and maintain customer trust in mobile banking services.

There should be further expansion of integration and interoperability among mobile banking, core banking systems, ATMs, and internet banking portals to ensure seamless transactions. This would support faster processing, reduce operational bottlenecks, and provide a unified banking experience for customers. There should also be mechanisms to promote customer engagement and feedback, such as surveys, app reviews, and direct customer support channels, to identify emerging issues, adapt services to customer needs, and maintain high satisfaction levels.

There should be ongoing efforts to ensure security and trust, as customers' willingness to adopt mobile banking is closely linked to perceived safety. UBA should continuously update security protocols, conduct regular audits, and communicate clearly about fraud prevention and data protection measures to reinforce trust. There should also be initiatives to leverage mobile banking for market expansion, targeting under-served segments such as SMEs and rural populations to increase market penetration and financial inclusion.

5.3.2 Adoption of mobile banking services at UBA (Uganda) Ltd

It should be recognized that the adoption of mobile banking services at UBA (Uganda) Limited is strongly driven by convenience, security, affordability, and customer competence. There should be a continued focus on enhancing convenience, as mobile banking significantly reduces the need for physical branch visits and allows customers to perform transactions such as money transfers, bill payments, and balance inquiries remotely. There should be

initiatives to ensure that access to financial services remains quick and efficient, in line with research showing that mobile banking enhances accessibility, reduces transaction costs, and transforms traditional banking practices.

There should be continuous efforts to strengthen security, as customers' willingness to adopt mobile banking is heavily influenced by perceptions of safety. While many users are confident in UBA's security measures, concerns about fraud, unauthorized access, and transaction errors remain significant. There should be investments in robust technical safeguards and ongoing customer education and assurance to maintain trust and encourage sustained adoption of mobile banking.

5.3.3 Relationship between mobile banking and financial performance of UBA (Uganda) Limited

It should be recognized that mobile banking has a significant and positive influence on the financial performance of UBA (Uganda) Limited. There should be a continued focus on leveraging mobile banking as a key driver of customer base expansion, attracting new clients, particularly younger users and SMEs, through the convenience, speed, and accessibility of digital platforms. There should be efforts to ensure that the adoption of mobile banking continues to support market penetration and revenue diversification via services such as digital transaction fees, airtime sales, and mobile loan processing.

There should be initiatives to enhance profitability by streamlining operations, reducing reliance on manual, over-the-counter transactions, and minimizing operational expenses. The automation and remote service delivery enabled by mobile banking should be further optimized to reduce transaction costs, alleviate in-branch congestion, and improve service efficiency, thereby promoting both cost savings and customer retention.

5.4 Areas for Further Studies

There should be further studies on the long-term effects of mobile banking adoption on financial performance across different branches and regions. While the current study focused on UBA's Jinja Road Branch, variations in customer demographics, technological infrastructure, and digital literacy across rural and urban areas may influence adoption rates and financial outcomes differently. Future research should explore whether mobile banking adoption consistently drives profitability, operational efficiency, and customer satisfaction across diverse contexts within Uganda and comparable developing countries.

There should be studies examining the role of cybersecurity and trust in shaping mobile banking adoption and usage patterns. The current findings revealed that security concerns, including fears of fraud, unauthorized access, and transaction errors, continue to influence adoption decisions. Future research could investigate the effectiveness of different security protocols, customer education programs, and trust-building strategies on adoption rates and sustained usage. Comparative studies assessing how security measures in other banks or countries affect customer confidence could provide valuable insights.

There should be investigations into the socio-demographic determinants of mobile banking adoption. While younger users and SMEs were identified as primary adopters, older adults and clients with limited technological exposure were slower to adopt. Further studies could explore the interplay between age, income, education, and digital literacy in mobile banking usage, providing evidence for targeted interventions to enhance inclusivity and broaden adoption among underrepresented groups.

There should be research on the integration of mobile banking with other digital financial services and emerging technologies. The study highlighted the interoperability of mobile banking with core banking systems, ATMs, and internet banking portals, but future studies could explore how emerging technologies such as AI-driven chat-bots, block-chain, and mobile wallets influence operational efficiency, customer experience, and financial performance. This would provide insights into how banks can leverage technological innovations to sustain competitive advantage.

References

- Abor, J. (2021). *Personal computer banking in the digital era*. Journal of Banking and Finance, 45(3), 145–158.
- Adeyemi, I., & Afolabi, T. (2021). *Mobile banking and competitive advantage in African banks*. African Journal of Business Management, 15(4), 56–67.
- Adeyemi, M., Ogunleye, O., & Bello, S. (2022). *Security challenges in mobile banking adoption*. Journal of Information Security, 12(2), 33–47.
- Africa Economic Brief. (2010). *The African mobile banking story*. African Development Bank Group.
- Adebayo, K., Olayemi, A., & Musa, H. (2022). *Electronic banking and brand positioning*. International Journal of Marketing, 10(1), 22–36.
- Akturan, U., & Tezcan, N. (2022). *Determinants of mobile banking adoption*. Journal of Internet Banking and Commerce, 27(2), 1–19.
- Amin, H., Hamid, M., & Lada, S. (2021). *The role of perceived usefulness in mobile banking adoption*. International Journal of Business Research, 18(1), 40–52.
- Anderson, P., & White, L. (2023). *Strategic Constituencies and organizational performance*. Journal of Management Studies, 60(2), 310–328.
- Anguelov, C., Hilgert, M., & Hogarth, J. (2020). *US consumers and electronic banking, 1995–2003*. Federal Reserve Bulletin, 86, 1–18.
- Apati, G. (2011). *The evolution of M-PESA and its impact on financial inclusion*. Nairobi: Financial Sector Deepening Trust.
- Bakos, Y. (2021). *The emerging role of mobile banking in e-commerce*. Journal of Electronic Commerce Research, 12(1), 23–36.
- Balachandher, K. G., Santha, V., Norhazlin, I., & Rajendra, P. (2021). *Electronic banking and customer service in Malaysia*. International Journal of Bank Marketing, 24(2), 44–59.
- Bank of Uganda. (2002). *Annual supervision report*. Kampala: BOU.
- Bank of Uganda. (2013). *Mobile banking guidelines*. Kampala: BOU.
- Bank of Uganda. (2014). *Annual supervision report*. Kampala: BOU.
- Bank of Uganda. (2015). *Mobile money statistics report*. Kampala: BOU.
- Beck, T., Demirgüç-Kunt, A., & Levine, R. (2020). *Finance, inequality, and poverty: Cross-country evidence*. Journal of Economic Growth, 12(2), 27–49.
- Bosman, J. (2009). *Servant leadership and modern management*. Management Review Quarterly, 59(3), 221–236.
- Brown, S., & Clark, P. (2022). *Evaluating management effectiveness through stakeholder satisfaction*. Journal of Organizational Effectiveness, 9(4), 300–318.

-
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford: Oxford University Press.
- Cedar Group Consulting. (2021). *Mobile banking and global commerce*. London: Cedar Group.
- Cheng, T., Lam, D., & Yeung, A. (2021). *Adoption of internet banking: An empirical study in Hong Kong*. *Decision Support Systems*, 42(3), 1558–1572.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage Publications.
- Creswell, J. W., & Poth, C. (2018). *Qualitative inquiry and research design: Choosing among five approaches*. Sage publications.
- Demirgüç-Kunt, A., Klapper, L., Singer, D., Ansar, S., & Hess, J. (2021). *The Global Findex Database 2021*. World Bank.
- Dineshwar, R., & Steven, M. (2022). *Mobile banking adoption in developing countries*. *International Journal of Information Management*, 33(5), 659–668.
- Dobbler, D., & Burt, D. (2022). *Supply management and the benefits of e-payments*. *Journal of Supply Chain Management*, 40(4), 8–15.
- English, M., & Warnig, C. (2021). *Financial efficiency in the banking sector*. *Journal of Finance and Economics*, 9(3), 201–215.
- Enos, R. (2021). *Data security and trust in mobile banking*. *Journal of Financial Technology*, 14(2), 55–72.
- FinScope Survey. (2013). *Financial inclusion in Uganda*. Kampala: FinMark Trust.
- Ghobadian, A. (2021). *Customer perspectives in mobile banking adoption*. *International Journal of Bank Marketing*, 39(1), 1–20.
- Gray, J. (1994). *Digital cash and electronic payment systems*. *Communications of the ACM*, 37(5), 73–77.
- Gray, J. (2021). *Financial transaction cards and institutional performance*. *Journal of Financial Services Marketing*, 26(3), 220–230.
- Grunig, J. (2021). *Excellence theory in public relations and communication management*. New York: Routledge.
- Hair, J., Black, W., Babin, B., & Anderson, R. (2021). *Multivariate data analysis* (8th ed.). Cengage Learning.
- Jack, W., & Suri, T. (2014). *Risk sharing and transactions costs: Evidence from Kenya's M-PESA*. *American Economic Review*, 104(1), 183–223.
- Janice, M. (2021). *Service delivery strategies for mobile banking*. *Journal of Service Management*, 32(4), 500–520.
- Jasimuddin, S. (2020). *Innovation diffusion in the banking sector*. *Technovation*, 25(2), 102–110.
- Jen, F., & Michael, R. (2022). *Disruptive innovation in banking*. *Journal of Financial Innovation*, 10(1), 44–60.

Johnson, S., & Nino-Zarazua, M. (2009). *Financial access in sub-Saharan Africa*. World Development, 37(1), 78–91.

Johnson, T., & Lee, W. (2023). *Integration of ICT in mobile banking*. Journal of Information Systems, 29(3), 350–370.

Kamau, P., & Otieno, F. (2023). *Impact of mobile banking services on bank performance*. African Journal of Finance, 15(2), 120–140.

Kariuki, S., & Muli, J. (2022). *Internet banking adoption in Africa*. Journal of African Business, 23(4), 533–548.

Khan, H. (2022). *Perceived quality and customer satisfaction in mobile banking*. International Journal of Quality and Reliability Management, 39(3), 678–694.

Kirui, R., et al. (2021). *Profitability and mobile banking adoption in Kenya*. Journal of Economics and Sustainable Development, 12(14), 45–57.

KPMG. (2015). *Global mobile banking report*. KPMG International.

Kumar, R., & Lee, J. (2020). *Strategic management for organizational performance*. Management Decision, 58(7), 1303–1321.

Kumar, V., & Patel, R. (2021). *Electronic fund transfers and mobile payments*. International Journal of Bank Marketing, 39(4), 678–694.

Kumar, V., & Rao, S. (2015). *Mobile banking channels and financial outcomes*. Banking Technology Journal, 12(3), 110–128.

Laukkanen, T., & Lauronen, J. (2005). *Consumer value creation in mobile banking services*. International Journal of Mobile Communications, 3(4), 325–338.

Leader, M. (2022). *Product branding in the financial sector*. Journal of Brand Management, 29(5), 567–582.

Leow, H. (2020). *Telebanking and customer service delivery*. Journal of Bank Operations, 22(1), 14–22.

Leslie, B., & Lloyd, T. (2000). *Labour movements and management*. Industrial Relations Journal, 31(2), 101–118.

Liao, Z., & Cheung, M. (2020). *Internet-based banking services*. Journal of E-Business, 5(3), 50–60.

Mbiti, I., & Weil, D. (2016). *Mobile banking and economic development in Africa*. Journal of Economic Perspectives, 30(3), 81–100.

Mensah, J., & Boateng, R. (2022). *Branch networking in banking operations*. Journal of Banking Technology, 14(2), 78–91.

Meyer, J. (1999). *Survey methodology in management research*. Research Methods Journal, 12(3), 22–30.

Alex, I., & Julius, A. (2024). *Factors affecting the use of digital payments among Smallholder Tea Farmer in Kanungu District, Uganda*. 8(4), 23–31. www.ijeais.org/ijapr

Alex, I., & Kazaara, A. G. (2023). *Internal Controls and Financial Performance of Saccos in Wakiso*

District. 7(3), 47–56.

Alex, I., Richard, K., Matovu, K., & Irumba, A. (2024). *Taxation Policies and SME Growth in Uganda: A Case Study of Small Businesses in Kampala. 9(2), 14–19.*

<https://www.researchgate.net/publication/389178635>

Annet, N., Andrew, N., Kazaara, A. G., Christopher, F., & Moses, N. (2023). *Impact of Budgeting On the Profitability of a Manufacturing Company , a Case Study of Harris International. 7(2), 112–126.*

Derrick, T., Nelson, K., Ariyo, D., Kazaara, G., Deus, T., Christopher, F., Catherine, M., & Ismail, L. (2023). The Effects of Savings and Credit Cooperative Societies on the Livelihood of Rural Dwellers, A Case Study At Kyamuhunga People’s Sacco Rutookye Town Mitooma District. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr

Derrick, T., Nelson, K., Kazaara, A. G., Deus, T., Catherine, M., & Ismail, L. (2023). *The Effects of Savings and Credit Cooperative Societies on the Livelihood of Rural Dwellers , A Case Study At Kyamuhunga People ’ s Sacco Rutookye Town Mitooma District. 7(2), 329–346.*

Gracious, A. (2023). *The Effects Of Electronic Banking On Customer Service Delivery , A Case Study Of Cairo Bank Uganda , Nakasero. 7(2), 80–87.*

Irumba, A., Nicholas, K., & Alex, I. (2024). *Electronic Banking and its Impact on Financial Performance: An Empirical Evidence of Centenary Bank. 3(4), 104–111.*

<https://www.researchgate.net/publication/380154046>

Ivan, M., Alex, I., & Deus, T. (2023). INTERNAL AUDITING AND FINANCIAL PERFORMANCE COMMERCIAL BANKS IN UGANDA: A CASE STUDY OF CENTENARY BANK NANSANA BRANCH. In *METROPOLITAN JOURNAL OF BUSINESS & ECONOMICS (MJB E)* (Vol. 2, Issue 6).

Julius, A. (2024). *Staff Development and its Impact on students Academic Performance Among selected secondary Schools in Kanungu District. 8(4), 155–160.*

Julius, A., & Desire, N. (2025). *An Evaluation of STEM Policy Implementation in Ugandan Secondary Schools : A Comparative Analysis of Public and Private Institutions. 9(10), 93–98.*

Lydia, N., Ariyo, D., Kazaara, G., Kazaara, A. I., Brenda, T., Moses, N., & Bafaki, G. (2023). Promotion of Small-Scale Industries and Development of Business. A Case Study; Masafu Subcounty (Busia). In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr

Moses, K., Kazaara, A. G., Kazaara, A. I., & Ismail, L. (2023). *External Auditing and the Financial Performance of Marianum Press Limited , Kisubi. 7(3), 258–266.*

Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata. 6(7), 84–122.*

Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views. 7(3), 124–145.*

Ntirandekura, M., Ainebyoona, A., Registrar, D., District, B., & Commission, E. (2022).

Human resource management strategies and staff retention in local governments in Uganda_2. 6(7), 89–103.

Ntirandekura, M., Friday, C., & Muhammad, M. (2022). Rewards and Staff Retention in Public Sector in Uganda: An Empirical Study from Kabale District Local Government. *International Journal of Academic Management Science Research*, 6(7), 165–170.

Paul, K., Alex, I., Kazaara, A. G., & Kazaara, A. I. (2023). *Corruption and Public Finance Management A Case Study Of Wakiso District*. 7(3), 298–306.

Paul, W., & Kazaara, A. G. (2023). *Assessing How Employee Job Rotation Affects Workers Productivity In Organizations . A Case Study of Action against Hunger , Kiryandongo District .* 7(3), 168–173.

Racheal, N., Kazaara, A. G., & Kazaara, A. I. (2023). *Impact Of Quality Financial Reporting On An Organization Resource Management : A Case Study Of Humuza Holding Limited Kampala Uganda*. 7(3), 335–343.

Tasha, N. A., Kazaara, A. G., Deus, T., Ismail, L., & Micheal, T. (2023). *The Impact Of Taxation On Small Scale Businesses On Performance Of Small Scale Businesses In Namungoona Parish , Kampala Uganda*. 7(3), 17–26.

Victor, M., Nelson, K., & Christopher, F. (2022). *Determinants of Exchange Rates in Uganda (2001-2020)*. 6(7), 198–213.

Winy, N. D., Ariyo, D., Kazaara, G., Kazaara, A. I., & Deus, T. (2023). Effect Of Motivation On Employee Performance In Non-Government Organizations (NGOS): A Case Of Mbale City. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr

Winy, N. D., Kazaara, A. G., Kazaara, A. I., & Deus, T. (2023). *Effect Of Motivation On Employee Performance In Non- Government Organizations (NGOs) : A Case Of Mbale City*. 7(3), 67–71.

Mols, N. (1998). *The behavioral consequences of PC banking*. *International Journal of Bank Marketing*, 16(5), 195–201.

Mugabe, P. (2021). *Utility payments via mobile platforms*. *Uganda Business Journal*, 9(1), 14–20.

Mwangi, J., & Mutua, S. (2023). *Profit maximization through electronic banking*. *African Journal of Business Research*, 18(2), 89–104.

Mwangi, J., & Wambui, T. (2022). *ICT integration in banking services*. *Journal of Information Systems in Africa*, 6(1), 33–44.

Mwangi, M., Kamau, S., & Otieno, P. (2021). *Integration of pay-by-phone systems*. *Journal of Mobile Commerce*, 14(3), 110–125.

Nguyen, H., & Patel, R. (2023). *Critiques of strategic constituency approach*. *Journal of Strategic Management*, 15(2), 200–212.

Nguyen, T., Simkin, L. (2021). *Adoption of mobile banking in developing economies*. *Journal of Retail*

Banking, 19(3), 44–56.

Nguyen, T., et al. (2021). *Debit cards and financial inclusion*. Journal of Development Finance, 11(4), 230–245.

New Vision. (2024, April). *Mobile banking growth in Uganda*. New Vision Publishing.

Nkundabayanga, S. (2009). *Analysis of financial statements*. Kampala: Makerere University Press.

Ochieng, P., & Waweru, S. (2022). *Remote banking and customer convenience*. East African Journal of Business, 4(2), 77–88.

Okeke, C., & Eze, R. (2021). *Service quality in competitive banking markets*. International Journal of Service Management, 32(2), 220–235.

Owens, J., & Robertson, P. (2020). *Collaboration in mobile banking innovation*. Journal of Financial Innovation, 12(1), 65–82.

Pavlou, P. (2021). *Perceived risk in online transactions*. Decision Support Systems, 40(2), 377–393.

Porteous, D. (2006). *The enabling environment for mobile banking in Africa*. DFID.

Rikya, R. (2021). *Internet banking in emerging economies*. Asian Journal of Finance, 8(1), 12–29.

APPENDIX I: QUESTIONNAIRE

Dear Respondent,

I am Enock Twasiima, a student of Metropolitan International University pursuing a Master’s Degree in Business Administration and Management. This study seeks to investigate the relationship between mobile banking and financial performance of commercial banks in Uganda: a case of united bank for Africa (uba), Jinja road branch Kampala Uganda. Your participation in this research is highly valuable and was contribute significantly to the study’s success. I kindly request that you take a few moments to complete this questionnaire. Please be assured that this research is purely for academic purposes and all your responses was treated with strict confidentiality. Kindly fill in the blanks and tick the most appropriate options in the spaces provided.

Thank you for your time and cooperation.

Section A: Demographic Characteristics	
1. Gender (Tick one)	<input type="checkbox"/> Male <input type="checkbox"/> Female
2. Highest Level of Qualification (Tick one)	<input type="checkbox"/> Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Degree <input type="checkbox"/> Masters <input type="checkbox"/> Others
3. Age (Tick one)	<input type="checkbox"/> 20–25 <input type="checkbox"/> 26–31 <input type="checkbox"/> 32–37 <input type="checkbox"/> 38–43 <input type="checkbox"/> 44+
4. Working Experience (Tick one)	<input type="checkbox"/> Less than 2 years <input type="checkbox"/> Above 2 years <input type="checkbox"/> Above 5 years

SECTION B: Salary Discrepancy

The use of Likert scale where 1= strongly disagree, 2= Disagree, 3= Not sure, 4=Agree, 5= strongly agree.

Direction: please tick the column corresponding rating that best describes your response using the guide below

Mobile Banking Technology Used at UBA		Rankings				
	Statements	1(SD)	2(D)	3(NS)	4(A)	5(SA)
1	UBA provides mobile banking services via smartphones.					
2	Mobile banking at UBA allows account balance inquiries anytime and anywhere.					
3	Fund transfers via mobile banking are fast and reliable at UBA.					
4	UBA mobile banking supports bill payments including utility bills.					
5	Mobile banking apps used at UBA have user-friendly interfaces.					

Factors Influencing Adoption of Mobile Banking Services						
1	I find mobile banking services at UBA convenient to use.					
2	Security concerns affect my willingness to use mobile banking.					
3	Mobile banking reduces the need to visit the bank physically.					
4	The cost of using mobile banking services at UBA is affordable.					
5	I have sufficient knowledge and training to use mobile banking services effectively.					
Relationship Between Mobile Banking and Financial Performance						
1	Mobile banking had increased UBA’s customer base.					
2	Mobile banking services have improved UBA’s profitability.					
3	Mobile banking reduces transaction costs for UBA.					
4	Mobile banking contributes to faster processing of financial transactions at UBA.					
5	The adoption of mobile banking had improved customer satisfaction at UBA.					

Section C: Financial Performance

Financial Performance		Rankings				
NO	Statement	1(SD)	2(D)	3(NS)	4(A)	5(SA)
1	Mobile banking had significantly increased the profitability of our bank branch.					
2	The use of mobile banking services had contributed to higher revenue generation for the bank.					
3	Mobile banking had helped reduce the operational costs of our bank branch.					
4	Mobile banking had improved customer retention, positively impacting the bank’s financial performance.					



5	Challenges in mobile banking implementation limit its positive effect on the bank’s financial performance.					
---	--	--	--	--	--	--



APPENDIX II: INTERVIEW GUIDE

Mobile Banking Technology Used at UBA (Uganda) Limited

1. Can you describe the mobile banking platforms currently offered at UBA Uganda, particularly at the Jinja Road Branch?
2. What are the main features and functionalities of these mobile banking platforms?
3. How well are these mobile banking services integrated with other banking systems such as internet banking, ATMs, and core banking systems?
4. What security measures are in place to protect customers' transactions and data on the mobile banking platform?

Factors Influencing the Adoption of Mobile Banking Services at UBA (Uganda) Limited

1. In your opinion, what factors most influence customers' decisions to adopt mobile banking services at UBA Uganda?
2. How do issues of trust, security, and convenience affect the adoption of mobile banking services?
3. What role does customer awareness and education play in encouraging the uptake of mobile banking?
4. Do demographic characteristics such as age, income, or education level influence mobile banking adoption? How?

Relationship Between Mobile Banking and Financial Performance of UBA (Uganda) Limited

1. How had mobile banking impacted UBA's overall financial performance?
2. What specific financial indicators (e.g., revenue, profitability, customer base) have been affected by mobile banking services?
3. Had mobile banking contributed to cost savings in operations or service delivery? Please explain.
4. Had the adoption of mobile banking influenced customer acquisition or retention rates at UBA Uganda?

Financial Performance at UBA (Uganda) Limited

1. What are the key financial performance indicators used by UBA Uganda?
2. How had UBA's financial performance changed in recent years, and what role had mobile banking played in this change?
3. What strategies are in place to maintain or improve the bank's financial performance?
4. What challenges does UBA face in achieving its financial performance goals?