Journal of Economics, Finance and Management Studies

ISSN (print): 2644-0490, ISSN (online): 2644-0504

Volume 5 Issue 03 March 2022

Article DOI: 10.47191/jefms/v5-i3-26, Impact Factor: 6.228

Page No. 749-758

Cashless Practice and Corporate Efficiency of Selected Deposit Money Banks in Nigeria: A Review

Ofobruku Sylvester Abomeh [1], Akintoye Emily Obaide[2]

[1,2] Faculty of social and management sciences. Benson Idahosa University. P.M.B 1100. Benin city, Edo state Nigeria.

ABSTRACT: This study, investigated the effect of the cashless practise on the corporate sustainability of deposit money banks in Nigeria. The extent to which the agenda of cashless practices by the Central Bank of Nigeria on corporate sustainability remains quite unclear and is yet to be established in the literature. Currently there is paucity of studies that examine the effects of cashless practices specifically on corporate efficiency in Nigeria. The research method used for this study was the ex post facto. Data were collected from secondary sources; these were obtained from the annual and financial reports of the deposit money banks captured in this research. The finding of the study reveals that Point of Sale transactions can be used to enhance corporate efficiency of deposit money banks in Nigeria. The study found that POS transactions had a significant positive effect on corporate efficiency in Nigerian deposit money banks ($p< 0.05$). The study recommended that to ensure corporate sustainability. The Nigeria deposit money banks has to urgently engaged in infrastructural development and introduce cutting-edge technology. The government should improve on the provision of internet related infrastructure so as to enable an increase in the use of Point of Sale transactions in rural areas and places with poor internet network infrastructure.

KEYWORDS: Banks, corporate efficiency, corporate sustainability, POS transactions.

JEL: G21, G30, G38, G39

1. INTRODUCTION

The sustainability of the financial sector is anchored on banks performance. The banks mobilise and facilitate optimum allocation of national savings, by acting as an intermediary between the surplus fund and deficit savings' units within an economy, thereby increasing the number of investments and the nation's output (Afolabi, 2004). The need for banks to meet up with the increasing demands of customers has transformed the financial institutions from product-led services to customer-led thinking, driven by technological innovations (Akhlaq and Ahmed, 2013; Tarhini, Mgbemena, Trab, and Masa'deh, 2015).The technology-based products/services include among others the Point of Sale (POS) devices (Berg Insight, 2010 in Kato, Otuya, Otunza and Nato, 2014).

The Central Bank of Nigeria (CBN) has been at the forefront of steering the new cashless practice in Nigeria as a means to enhance security and efficacy of business transactions. In recent times the CBN hasbeen engaged in series of reforms aimed at making the Nigerian financial sector formidable and ensuring the overall economic performance of Nigeria to align with global best practices (Ugwueze and Nwezeaku, 2016). The main objective of the cashless policy is to lessen the physical cash volume in the economy while boosting the volume of electronic-based transactions in the country (CBN, 2012). The main purpose is to encourage the payments for business transaction through electronic means.

In an attempt to enhance corporate sustainability, the deposit money banks in Nigeria have undergone mergers, acquisition and consolidation; this is different from European deposit money banks approach that adopted the universal banking practice towards attaining corporate sustainability (Kwan, 2004). In the milieu of Nigeria, most of the sustainability-related strategies have emanated from the government as noted by Lemo (2005). Most of the previous studies on Nigeria government banking policies dwelled on the relationship between bank consolidation, diversification of interests, and the performance of the banks. There is currently a paucity of information on the Nigeria cashless approach; In the context of Nigeria there exist huge gap on the extent to which the introduced cashless regulation by the centre bank, affects the corporate sustainability of deposit money banks. Consequently, to fill the existing gap, the objectives of this study is to examine empirically the extent to which cashless regulation by the centre bank, of Nigeria influences the corporate sustainability of deposit money banks in Nigeria. This paper investigated e-banking related data from the published annual reports and accounts of nine Nigerian deposit money banks covered e-banking on the reports and accounts for the period of 2012-2016, which is the current duration of the CBN cashless policy in Nigeria. The study contributes to the extant empirical literatures by establishing or refuting results of earlier scholars carried out around the globe. Findings of this empirical investigation have remarkable implication for emerging nations identical with Nigeria since it will raise the awareness of economic leaders to encourage financial policies associated with e-banking system which encourages the corporate efficiency of Deposit Money Banks in Nigeria. The descriptive research method was applied to analysed secondary data obtained from annual and financial reports of the deposit money banks captured in this research. The descriptive research technique was used for this study. The method is unique and appropriate for this study as it describes events and the correlation among the variables under investigation.

2. LITERATURE REVIEW AND HYPOTHESIS PROPOSED

The term cashless strategy represents a drastic reduction in the volume of physical cash transaction in the economy Ezeamama, Nnamani, Marire, and Mgbodile (2014). The cashless strategy represents a financial arrangement where business dealings are not conducted mainly on physical cash bases (Alao & Sorinola, 2015).The essence of the cashless strategy by the Central Bank of Nigeria (CBN) is to move the economy from one that is physical cash-based to a cashless one through engendering an efficient payment system anchored on electronic-based transactions (Central Bank of Nigeria, 2011; Oyat, 2012;Ofobruku, Nwakoby,Omale,Okoye,2019). Going forward it is critical that a modern and efficient payment system is the key to ensure banks sustainability ln Nigeria.

Point of Sale terminal (POS) is deployed to merchant locations where users slot their electronic cards through a POS machine to make payments for purchases or services instead of using physical cash. As the POS transactions are online real-time, the customer's bank account is debited immediately for the value of purchases made or services enjoyed. The POS strategy gives certain levels of leverage for credit, and this implies that the amount of physical cash in the wallet is rendered practically irrelevant. One can pay for purchases by any one of a plethora of credit cards or bank transfer (Roth, 2010). Of course, the cashless strategy is not new to developed countries such as the United States, Canada, Germany, United Kingdom just to mention a few. The developed countries of the world are moving away from the use of paper payment as instruments to the use of electronic payment instruments especially by using payment cards. A World Payments Report (2011) revealed that the worldwide volume of nonphysical cash business dealings stood at a total sum of $260 billion in 2009 representing a yearly gain of 6.8% since 2001. Ezeamama et al. (2014) argue that the bulk of this statistic comes from developed economies. As the topic of the study indicates, the cashless model is an emerging concept in developing countries. Furthermore, Ezeamama et al. (2014) aver that this is as a result of poor or lack of payment infrastructure such as reliable internet services. The implication is that countries such as Nigeria, the conduct of a large volume of business transactions with cash are still prevalent. This development is not consistent with global best practice or trend due to its costly effect on the economy especially going by Central Bank of Nigeria (2011) annual report which implies that the estimated direct cost of cash handling is up to N192 billion in 2012 (Ezeamama et al., 2014). Figure 2.1 is a reflection of the situation:

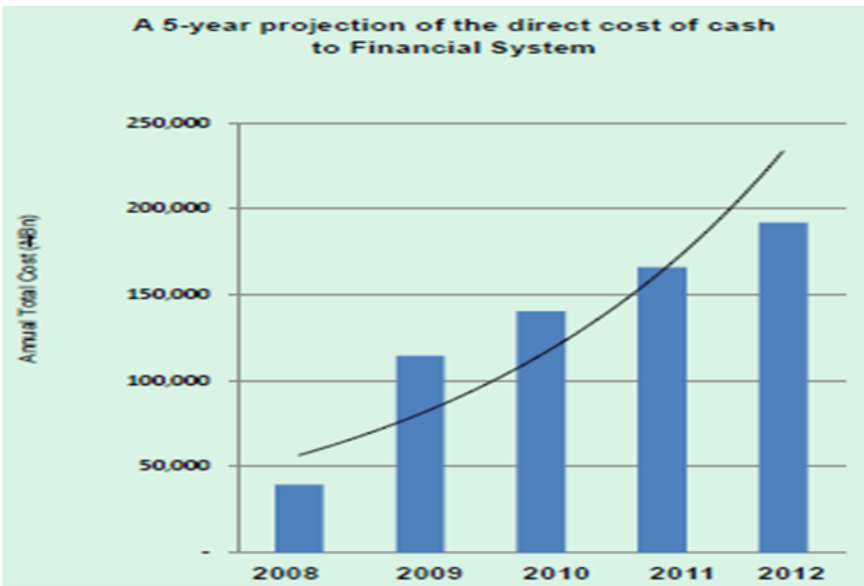

Figure 2.1: Direct Cost of Cash to Financial System in Nigeria

Source: Central Bank of Nigeria Annual Report 2011

The implication from Figure 2.1 is that 99% of business transactions in Nigeria are cash based. In 2015, the CBN approved an indent of 2,042.89 million pieces of banknotes of various denominations (CBN Annual Report, 2015). The indent represented a 16.1% increment from the preceding year. Lending credence, Figure 2.2 indicates the payment channels in Nigeria as provided by the CBN.

Payment Channel	Transaction Volume
ATM Withdrawals	*109,592,646*
OTC Cash Withdrawals	*72,499,812**
Cheques	29,159,960
POS	1,059,069
Web	2,703,516

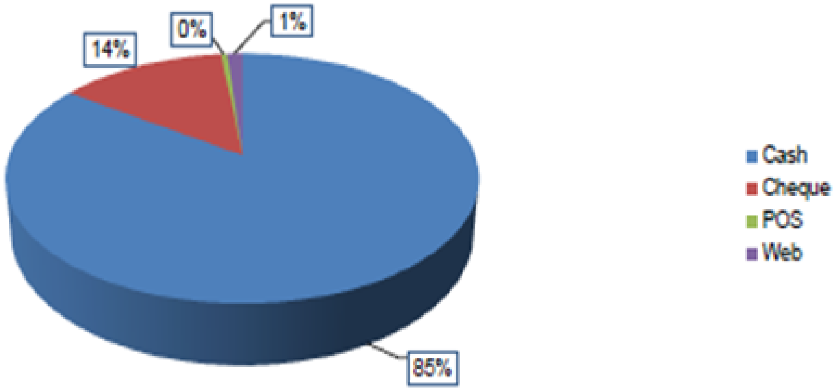

Figure 2.2 Payment Channels in Nigeria as of 2011
Source: Central Bank of Nigeria Annual Report (2011).

The statistics in Figure 2.2 comes at an expense incurred through the handling, distribution, lapses in accountability, processing, low transparency etc. Figure 2.3 shows a distribution of the costs incurred in a cash-laden economy:

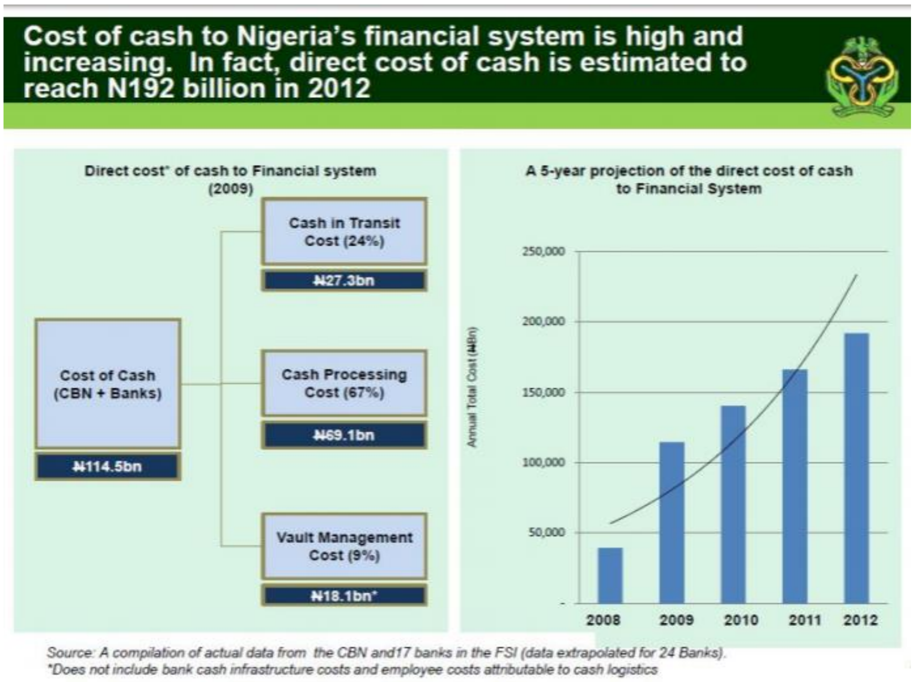

Figure 2.3 shows a distribution of the costs incurred in a cash-laden economy

The study further identifies the negative consequences associated with the high usage of physical cash in an economy. These include:

i. Huge Cost of Cash

Distributed end to end the value chain the cost cash between CBN, banks, business entities andtraders; high costs is linked with the bulk physical cash management

ii. Huge Subsidy

The investigation suggests that the whole deposit money banking population subsidises the costs that the small margin of 10% incur regarding the usage of too much cash.

iii. Huge cost of producing new cash notes

CORPORATE SUSTAINABILITY

The World Commission on Environment and Development (WCED, The Brundtland Commission) defines sustainability as “meeting the needs of the current generation without bargaining the needs of the future generation” Nosike (1996). This definition, given by the Brundtland Commission in the 1987 report, published by the United Nations, is the most commonly accepted definition (Aderonmu, Adewale, Alagbe and Dare-Abel, 2014). Therefore, in this study, corporate sustainability is defined as the attainment of performance by an organisation which guarantees long-term success.

Global Association of Corporate Sustainability Officers, (GACSO, 2011) avows that corporate sustainability is achieved when companies align decision-making on capital allocation, development of products, brand and sourcing with the principles of sustainable development, in a resource-constrained world. Sustainable development here refers to a flexibility of development realities in meeting the teeming present and future development criteria, environmental and socio-cultural challenges towards the attainment of economic development (Ewurum, 2017). GACSO (2011) avers that the emergence of the corporate sustainability literature came about because of the understanding that corporate bodies need to adapt their operations to meet the global environmental and social challenges by thinking about the long term.

The study on the evolution of corporate sustainability practices in US and Canada by American Institute of Certified Public Accountants (AICPA), Canadian Institute of Certified Accountants (CICA) and Chartered Institute of Management Accountants (CIMA) carried out in 2010shows that large companies have more robust sustainability capabilities than small companies. The following evidence was provided;

i. 79% of larger firms surveyed presently have a formal strategy for sustainability.
ii. 33% of smaller firms surveyed presently have a strategy; however, an extra 23% planned to formulate a strategy within the coming two years.

In this stead, Grayson, Jin, Lemon, Rodriguez, Slaughter and Tay (2008) stress that for organisations to attain corporate sustainability; they must pursue the following strategies:

1. Make innovating for sustainability a part of the company’s vision
2. Formulate a sustainable strategy
3. Implant sustainability in all parts of the business
4. Walk the talk: emphasise actions, not words
5. Develop a body at board level with the power to make sure sustainability matters
6. Set firm rules
7. Bring your stakeholders on board
8. Use people power
9. Join the networks
10. Think beyond reporting: in line all business systems with the firm’s vision of sustainability

Another study survey done in 2013 on six growing trends in corporate sustainability by EY and GreenBiz Group reports that corporate sustainability has become part of the fabric of a majority of large companies. With every bank seeming to offer all services possible, efficiency coupled with innovative value-added solutions have emerged as the key business differentiators that affect a bank’s bottom line (Vedwa, 2008). In the work of (Snook, O’Neill, Birks, Church, and Rawlins, 2013) the scholars define efficiency as a complex measurable parameter which characterises a fast, safe and reliable output that meets a set goal. By implication, transactional efficiency answers these questions:

a) How helpful was service rendered?
b) How useful was service rendered?
c) How valuable was service rendered?

d) What are the chances are there of getting a better deal elsewhere?

In some studies (Ofobruku and Iheabunike, 2013; Ofobruku and Nwakoby, 2015; Ofobruku and Yusuf, 2016;Hyatt and Johnson, 2016) the scholars affirm that organisational efficiency refers to the following conceptions which intersect with each other in certain aspects and usually are used in a mixture: Performance-oriented approach: This attitude means giving an appraisal to a manner in which an employee adheres to while carrying out his or her job. In this case, the employee's efficiency is analysed by measuring compliance of his/her activities with certain standards or requirements. In this attitude, an employee that follows a given efficient procedure or process is considered 100% efficient.

Siddik, Sun, Kabiraj, Shanmugan and Yanjuan (2016) investigated the impacts of e-banking on the performance of banks in a developing economy with empirical evidence from Bangladesh. The study made use of panel data from 13 banks from 2003 to 2013, the performance of Bangladeshi banks was measured by the return on equity, return on assets and the net interest margin. The results of the pooled ordinary least square analysis revealed that e-banking started to contribute positively to the return on equity of the banks with a time lag of two years while a negative impact was found in the first year of adoption. The study found that the impact of e-banking on bank performance is significantly positive. Their study also corresponds with the study done by DeYoung (2007) on the American community banks market that examined the effect of internet banking on the performance of banks. The study compared the old (brick and mortar) banks performance to the new (click and mortar) banks which do have transactional websites over a three-year period. Their findings show that internet banking improved bank profitability, through an increase in revenues from charges from cash deposits. Movements of deposits from checking accounts to money market deposit accounts, using brokered deposits increasingly, and more average wage rates for bank workers were also observed for click and mortar banks.

Al-Samadi and Al-Wabal (2011) used the panel data of fifteen Jordanian banks from 2000 to 2010 to study the impact of e-banking on the performance of Jordanian banks. The study, investigated the efficiency of deposit money banks using performance surrogate of ROE. The statistical technique of ordinary least squeal was used for the analysis of investigation. The study discovered that there was a substantial undesirable effect of e-banking on the financial efficiency of banks. The study would have been more robust if the researcher has investigated the ROE after a certain period of implementation of e-banking. It is worthy of note that the implementation of e-banking technology contains cost, which required sometime for investment cost to be recurred before profits making could be experience.

Khrawish and Al-Sa'di (2011), investigated the effect of E-banking on the profitability of Jordanian domestic banks adoption of e-banking services. The research investigated three groups, these was made up of (non-internet service providers, recent adopters of the service, and early adopters of the service). The investigation employed some financial performance proxies which are: Return on Assets, Return on Equity and Margin of Interest. The research accommodated the period from 2000 to 2009. The study scrutinised the three deposit money bank types mention in the study, that are differed in the e-banking implementation, the financial performance was linked to their productivity within the period investigated.

The study revealed that the non-internet services had no substantial consequence on return on equity, nevertheless non-internet services had substantial consequence regarding return on assets. For the second type were the recent adopters of the services for a period of fewer than two years, the significance was only on Margin. The third kind of the bank that practises electronic banking services did not have any negative implication on banks viability for the whole period. This case demonstrates that some period is actually required for the customers to transform to the use of e-banking services, in order for services the providers to achieve profitable records.

Studies in Nigeria on the connection between the cashless strategy of banking and corporate sustainability is currently scanty. More so studies on the cashless strategy have not focused on the nexus between POS transactions and efficiency, literatureis relatively scanty from indigenous Nigeria perspective. This study is motivated to fill up the important gap of the current literature. The review of the literature reveals that so far, the impact of CBN-engineered cashless banking and corporate sustainability of deposit money banks has not been studied extensively as the existing studies were limited. Nigeria is presently hoping to transform her economic environment from 66% of cash flows outside the deposit money banks web to a cashless economic environment, this is an enormous change (Ezeamama, Nnamani, Marire, and Mgbodile, 2014). Therefore, as a result of paucity of literature which investigate the cashless strategy of banking and corporate sustainability in Nigeria, this study proposes the hypothesis below:

H_1POS transactions significant effect on corporate efficiency of deposit money banks in Abuja, Nigeria.

3. METHODOLOGY

The descriptive research method was applied in this research. The study analysed data from secondary sources as it is a descriptive survey. The secondary data were obtained from annual and financial reports of the deposit money banks captured in this research. The study made use of e-banking related data from the published annual reports and accounts of nine Nigerian money deposit banks namely: First Bank of Nigeria Ltd, Union Bank of Nigeria Plc, United Bank for Africa Plc, Access Bank Plc, Eco-bank Plc, Fidelity Bank Plc, Guaranty Trust Bank Plc, Skye Bank Plc, and Zenith Bank Plc. The data on the intangible assets of these commercial banks covered e-banking on the reports and accounts for the period of 2012-2016, which is the current duration of the CBN cashless policy. Intangible assets include income realizable by the banks from goodwill and through the use and sale of computer soft-wares products.

An extract of the annual reports and accounts on the affairs of First Bank of Nigeria Limited excluding its subsidiaries is shown as follows.

Table 4.1. Value of Intangible Assets of First Bank of Nigeria Limited from 2012-2016

Year	**2012**	**2013**	**2014**	**2015**	**2016**
Value (₦)	1,302,000,000	1,242,000,000	2,272,000,000	4,043,000,000	5,547,000,000

Source: First Bank of Nigeria Limited Annual Report and Accounts (2012-2016)

The table 4.1 shows that there was a steady increase in the value of intangible assets of First Bank from 2013-2016. The increase in the value of intangible assets can be attributed to the introduction of cashless banking by the CBN in 2012 and the availability of e-banking services to the customers.

United Bank for Africa (UBA) Plc
Below is an excerpt from the annual reports and accounts of UBA Plc - Separate Statements of Financial Position.

Table 4.2.Value of Intangible Assets of United Bank for Africa Plc from 2012-2016

Year	**2012**	**2013**	**2014**	**2015**	**2016**
Value (₦)	1,578,000,000	1,401,000,000	3,446,000,000	4,954,000,000	4,905,000,000

Source: United Bank for Africa Plc Annual Report and Accounts (2012-2016)

In Table 4.2, the value of intangible assets of UBA Plc rose from ₦1,401,000,000 to ₦3,446,000,000 between 2013 and 2014 but dropped slightly from ₦4,954,000,000 in 2015 to ₦4,905,000,000 in 2016. The above translates that the introduction of the CBN cashless banking in 2012 significantly increased the value of intangible assets by 59.34% between 2013 and 2014.

ACCESS BANK PLC

Access Bank Plc operates in Nigeria:An extract of the annual reports and accounts of Access Bank Plc excluding its subsidiaries is shown below.

Table 4.3. Value of Intangible Assets of Access Bank Plc from 2012-2016

Year	**2012**	**2013**	**2014**	**2015**	**2016**
Value (₦)	2,339,510,000	2,661,553,000	4,436,814,000	4,977,908,000	5,173,784,000

Source: Access Bank Plc Annual Report and Accounts (2012-2016)

Table 4.3 discloses a steady increase in the value of intangible assets of Access Bank Plc from ₦2, 339,510,000 in 2012 to ₦5, 173,784,000 in 2016. It infers that the value of intangible assets has consistently risen since 2012 which marked the introduction of the CBN cashless banking policy.

FIDELITY BANK PLC

Below is an excerpt from the annual reports and accounts of Fidelity Bank Plc - Summary of Five-Year Statements of Financial Position.

Table 4.4. Value of Intangible Assets of Fidelity Bank Plc from 2012-2016

Year	2012	2013	2014	2015	2016
Value (₦)	470,000,000	-	506,000,000	945,000,000	795,000,000

Source: Fidelity Bank Plc Annual Report and Accounts (2012-2016)

The above table reveals an increase of ₦439, 000,000 (46.46%) in the value of intangible assets of Fidelity Bank Plc from 2014 to 2015, and a decrease of ₦150, 000,000 (15.87%) between 2015 and 2016. The rise in value was attributable to the introduction of the CBN cashless banking policy in 2012. However, declining value is due to bank's inefficient e-banking services.

GUARANTY TRUST BANK PLC

Guaranty Trust Bank Plc Excerpts from the annual reports and accounts of Guranty Trust Bank Plc excluding its subsidiaries is shown below.

Table 4.5. Value of Intangible Assets of Guaranty Trust Bank Plc from 2012-2016

Year	2012	2013	2014	2015	2016
Value (₦)	1,539,717,000	2,256,768,000	2,417,700,000	2,492,959,000	3,377,961,000

Source: Guranty Trust Bank Plc Annual Report and Accounts (2012-2016)

Table 4.5 reveals a continuous increase in the value of intangible assets of Guaranty Trust Bank Plc from ₦1,539,717,000 in 2012 to ₦3,377,961,000 in 2016. It implies that the value of intangible assets of GT Bank has grown steadily since the introduction of the CBN cashless banking policy.

ZENITH BANK PLC

Below are excerpts from the annual reports and accounts of Zenith Bank Plc (excluding its subsidiaries) - Separate Statements of Financial Position.

Table 4.6. Value of Intangible Assets of Zenith Bank Plc from 2012-2016

Year	2012	2013	2014	2015	2016
Value (₦)	1,175,000,000	1,703,000,000	1,901,000,000	2,753,000,000	3,903,000,000

Source: Zenith Bank Plc Annual Report and Accounts (2012-2016)

Table 4.6 reveals a consistent rise in the value of intangible assets of Zenith Bank Plc from 2012 (₦1, 175,000,000) to 2016 (₦3, 903,000,000). This signifies a steady growth in the value of intangible assets of Zenith Bank Plc since the 2012 introduction of CBN cashless banking policy.

4. RESULTS OF DATA ANALYSIS

The hypothesis was tested with the Pearson Product Moment Correlation Coefficient in a bid to determine the relationship between the variables of the study. In analysing the hypothesis of this study, Pearson product-moment correlation coefficient (r) was used to test the strength (magnitude) and direction of the relationship between the variables - POS transactions and corporate sustainability of deposit money banks in Abuja, Nigeria. The strength and direction of the relationship between these variables were tested at 5% level of significance.

H_i:POS transactions significantly affect corporate sustainability of deposit money banks in Nigeria.

TEST OF HYPOTHESIS

To determine the relationship between POS transactions and corporate efficiency of deposit money banks in Nigeria. Pearson product-moment correlation was performed. Before testing the hypothesis, preliminary analyses were performed to ensure no violation of the assumptions of correlation.

Table 4.7: Result of Pearson Correlation Analysis

Correlations

		Year of POS Transaction	corporate efficiency
Year of POS Transaction	Pearson Correlation	1	0.813*
	Sig. (2-tailed)		.013
	N	9	9
Number of POS Transaction	Pearson Correlation	0.813*	1
	Sig. (2-tailed)	.013	
	N	9	9

*. Correlation is significant at the 0.05 level (2-tailed).

The test statistics $r = 0.813$, $n = 9$, $p < 0.05$ was obtained from the above result. The r value of 0.813 indicates a perfect, positive correlation between POS transactions and corporate efficiency of deposit money banks in Nigeria.

DISCUSSION OF RESULTS

The finding of this current research is in harmony with the diffusion of innovation theory in that there are improvements in the customers' usage of POS services in Nigeria banks. This study also agreed with previous scholars like, Siddik, Sun, Kabiraj, Shanmugan and Yanjuan (2016) who studied the impacts of e-banking on the performance of banks in a developing economy with empirical evidence from Bangladesh. The study found that the effect of e-banking on bank productivity is significantly positive. The findings of this research also agreed with a study by DeYoung (2007) on the American community banks market that investigated the effect of internet banking on the performance of banks. Their findings show that internet banking improved bank profitability, through an increase in revenues from charges from cash deposits. Aduda and Kingoo (2012) established a positive association between e-banking and the financial productivity of banks by using the Pearson Product-Moment Correlation Coefficient test. This further agreed with works of (Karimzadeh, 2014; Rauf and Qiang, 2014).

The findings of this research disagree with the work of Al-Samadi and Al-Wabal (2011) that used a panel data of fifteen Jordanian banks from 2000 to 2010 to examine the impact of e-banking on the performance of Jordanian banks. The major limitation of Al-Samadi and Al-Wabal (2011) investigation is that the research did not investigate ROE after a specific year of adoption of e-banking. Since the adoption of e-banking technology involves cost, which required some period of time for the recovery of investment cost and to make profits. However, the finding from the research work of Khrawish and Al-Sa'di (2011), which investigated the effect of E-banking on the profitability of Jordanian domestic banks by the implementations of e-banking services is worthy of note. The ratios used in the study included Return on Assets, Return on Equity and Margin of Interest as profitability ratio. The research covered a period from the year2000 to 2009 and the study investigated three different types of banking services which was made up of (non-internet service providers; recent implementors of the service and early implementors of the service). The findings revealed that the non-internet services had no substantial consequence on ROE, but the consequence were substantial regarding ROA. For the second type the recent implementors of the services for a period offewer than two years, the significance was only on Margin. The third kind of the bank that practises electronic banking services did not have any implication on banks viability for the whole period. This case shows that it takes time to be adapted to the e-banking services, as for every new product usually; it takes some few periods of times to start recording profitable results.

The increased volume of POS transactions results in increased efficiency of deposit money banks in Nigeria. In other words, POS transactions significantly affect the corporate efficiency of deposit money banks in Nigeria. Therefore, the null hypothesis was rejected and the alternate accepted. The outcome of this study provides contribution to literature in the area under investigation, especially related to Nigeria cashless practice and corporate efficiency of deposit money banks in Nigeria. The contribution of this research verifies POS services as it affects the corporate efficiency of Selected Deposit Money Banks in Nigeria.

LIMITATIONS

Unexpectedly, the core limitation of this study was the paucity of literature on the effects of Cashless Practice and Corporate Sustainability of Deposit Money Banks in West African nations. There is also the practical difficulty for staff to make available the banks' annual report due to the fact that they were not authorised. This limitation notwithstanding was overcome by getting appropriate approval.

CONCLUSION AND RECOMMENDATIONS

Based on the research findings, the study concluded that the cashless strategy as introduced by CBN would assist in achieving the needed corporate efficiency of deposit money banks in Nigeria. This study, therefore, recommends that cashless practices should be encouraged through the introduction of cutting-edge technology and contemporary innovations by deposit money banks. The government should improve on the provision of internet related infrastructure so as to enable an increase in the usage of POS especially in rural areas where the services does not currently exist. More so, the management should expand POS infrastructure in places with poor internet network. In line with this, banks should institutionalise sustainability-based thinking perspective in everyday operation procedure directed towards making greater strides at improving customer outreach through improving availability of POS services in all locations.

This research centres its thought and approach on the effect of the cashless strategy on the corporate efficiency of deposit money banks in Nigeria. The position of this study contributes to the literature with the view that there exists a positive relationship between cashless practices and corporate efficiency. The study enriched literature with its empirical results on the nexus between POS transactions and corporate efficiency. The study also contributed to literature extensively, how the CBN introduced cashless practices for deposit money banks in Nigeria enhances corporate efficiency. This study filled a significant gap in the extant literature by the investigation of the variables from the perspective of the Central Bank of Nigeria 2011 directive on cashless banking in Nigeria. This contribution is significant in the sense that the banking industry is critical to the nation economy growth and the findings of this research will greatly assist in improving the corporate sustainability of Nigeria deposit money bank. Finally, the study provided a basis for consideration concerning CBN's planned expansion of the cashless policy to other areas that is not currently covered in Nigeria.

AREA FOR FURTHER RESEARCH

The issues identified from this study for further research:

(1) It is suggested that this study should be replicated in other sectors of the economy to either confirm or refute the findings of this study.

(2) It is also suggested that this study can be extended to other West Africa countries in order to generalise the findings of this study.

REFERENCES

1) Aderonmu, P., Alagbe, A and Dare-Abel, O. (2014). Sustainability parameters in knowledge construction: energy Efficiency issues of architectural design studio space. *International Journal of Civil, Structural, Environmental and Infrastructure Engineering Research and Development*, Vol. 4, Issue 6, 11-18
2) Afolabi J.A. (2004), "*Implications of the Consolidation of Banks for the Nigerian Banking System*", Paper presented at the NDIC organised Workshop for FICAN Enugu
3) Akhlaq A, and Ahmed E (2013). The effect of motivation on trust in the acceptance of internet banking in a low income country. *International Journal of Bank Marketing,* 31: 115-125.
4) Alao, A., & Sorinola, O. (2015). Cashless policy and customers' satisfaction: A study of commercial banks in Ogun State, Nigeria. *Research Journal of Finance and Accounting*, 6(2). 37-47
5) Al-Samadi, M. O., & Al-Wabal, S. A. (2011). The impact of e-banking on the performance of Jordanian banks.*Journal of Internet Banking & Commerce*, 16(2), 1-10.
6) Central Bank of Nigeria (2011), *Monetary Policy Reform, Abuja*, CBN Press. Central Bank of Nigeria Annual Report 2011
7) Central Bank of Nigeria (2012). Toward a cashless Nigeria: Tool and strategies. www.ncs.org.ng/wpcontent/uploads/2012/08/cashless2012-4.pdf
8) DeYoung (2007) DeYoung, R. (2001). The financial performance of pure play Internet banks. Federal Reserve Bank of Chicago, *Economic Perspectives,* Issue Q1, 60-75.
9) Ewurum, N.I. (2017). Sustainable Public Urban Housing Delivery in Nigeria: An Analytical Gap Model. *Sustainable Empirical Environmental Research Journal*, Vol. 1. 3, 11-20
10) Ezeamama, M.C., Nnamani, J.N., Marire, M.I. and Mgbodile, C.C. (2014). The Impact of Central Bank of Nigeria Cashless Policy in Nigeria Economy. *IOSR Journal of Business and Management*, Volume 16, Issue 12.Ver.I PP 84-95.
11) Global Association of Corporate Sustainability Officers (GACSO) (2011). *Defining andDeveloping the corporate sustainability professional – the practitioners' view*. Retrieved from gacso.org on February 27, 2018
12) Grayson, D., Jin, Z., Lemon, M. and Rodriguez, M. (2013). Six growing trends in corporate sustainability. An EY survey in cooperation with GreenBiz Group

13) Halili, R. (2014). The impact of Online Banking on Bank Performance. Unpublished thesis, Institute of Economic Studies.
14) Hyatt, D. G., and Johnson, J. L. (2016). Expanding boundaries: Nongovernmental organizations assupply chain members. Elementa: *Science of the Anthropoc*ene, 4(93. DOI: http://doi.org/10.12952/journal.elementa.000093), 1-14.
15) Kato, G.K, Otuya, W.Y, Otunza, J.D. and Nato, J.A. (2014). Mobile banking and performance of commercial banks In Kenya. *International Journal of Current Research*, Vol. 6, Issue 12, pp.10670-10674.
16) Khrawish, H. A., & Al-Sa'di, N. M. (2011). The impact of e-banking on bank profitability: Evidence from Jordan. *Middle Eastern Finance & Economics*, Issue 13, 142-158
17) Kwan, S (2004). Banking consolidation, Federal Reserve Bank of San Francisco (FRBSF) Economic Letter, June 18.
18) Lemo, T. (2005), "*Regulatory Oversight and Stakeholder Protection*", Paper presented at the BGL Mergers and Acquisitions Interactive Seminar, held at Eko Hotels & Suits. V. I.
19) Liao, S., Shao, Y.P., Wang, H., Chen, A. (1999), "The adoption of virtual banking: an empirical study", *International Journal of Information Management*, Vol. 19 No.1, pp.63-74
20) Nosike, A. N. (1996). Violence against women and sustainable development: a contemporary Perspective. *Women, development and the Nigerian environment*. Ibadan: Vintage Publishers, pp. 53-62, 1996.
21) Ofobruku, S. A. &Iheabunike, O. B. C. (2013).Assessment of Recruitment Practice on Organisation Performance: Empirical Study of Hospitality Businesses in Abuja. European Scientific Journal, 9(29), 1857 – 7881
22) Ofobruku S.A and Nwakoby N.P., (2015). Effects of Training on Employees' Productivity in Nigeria Insurance Industry. *British Journal of Economics, Management & Trade* 7(3): 227-235
23) Ofobruku, S. A.,Nwakoby, N.P.,Omale, M. I., Okoye, N. J., (2019). Effects of Investment Climate on Entrepreneurial Growth in Abuja, Nigeria. International Journal of Economics, Business and Management Studies, 6(1): 77-86.
24) Ofobruku S.A and Yusuf B.M. (2016). Effect of knowledge transfer on employees' performance in selected small business in Asaba, Nigeria. *Arabian Journal of Business and Management Review*. 6(2):1-13.
25) Oyat, O. (2012). The Central Bank of Nigeria's Cashless Policy in Nigeria: Benefits and Challenges. Journal of Economics and Sustainable Development. Vol.3, No.14, 128
26) Rogers, E. M. (1983). *Diffusion of innovations* (3rd ed.). New York: Free Press.
27) Roth B.L. (2010), "The Future of Money: The Cashless Economy – Part 1", [Online] Available: http://www.x.com/.../future_money_cashless_economy_part _1.
28) Siddik, N.A., Sun, G., Kabiraj, S. Shanmugan, J. and Yanjuan, C. (2016). Impacts of e-banking on performance of banks in a developing economy: empirical evidence from Bangladesh. *Journal of Business Economics and Management*, 17:6, 1066-1080, DOI: 10.3846/16111699.2015.1068219
29) Simpson, J. (2002). The Impact of the Internet in Banking: Observations and Evidence from Developed and Emerging Markets.*Telematics and Informatics*, 19, pp. 315-330
30) Slaughter, S. and Tay, S. (2008). A New Mindset for Corporate Responsibility.*Business Review*, Vol 12.
31) Snook I., O'Neill J., Birks S., Church J., Rawlins P. (2013). *The assessment of teacher quality: An investigation into current issues in evaluating and rewarding teachers*. New Zealand, Education Policy Response Group, Institute of Education, Massey University
32) Tarhini A, Mgbemena C, Trab MSA, Masa'deh R (2015) User Adoption of Online Banking in Nigeria: A Qualitative Study. *J Internet Bank Commer*. 20, 3. 1-9.
33) Ugwueze, A. and Nwezeaku, C. (2016). E-Banking and Commercial Bank Performance in Nigeria: A Co-integration and Causality Approach. *International Journal of e-Education, e-Business, e-Management and e-Learning*
34) Vedwa, N. (2008). *Cash Management and Payment Developments in India: Bank Offerings andNew CorporatBest Practices*. Global Sales & Marketing