



**TECHNOLOGICAL INNOVATION AND ORGANISATIONAL PERFORMANCE: A
CASE OF EXIM BANK, KIKUUBO BRANCH**

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**A RESEARCH REPORT SUBMITTED TO THE FACULTY OF MANAGEMENT
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DECLARATION

I, **DAKASI MOSES**, hereby declare that this thesis and the work to which it refers are the results of my efforts. Any ideas, data, images or text resulting from the work of others (whether published or unpublished) are fully identified as such within the work and attributed to their originator in the text or the references. This thesis has not been submitted in whole or in part for any other academic degree or professional qualification at the Busitema University or other institution (s).

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APPROVAL

This is to certify that this dissertation entitled ' *Technological Innovation and Organisational Performance: A Case of Exim Bank, Kikuubo Branch* ' has been submitted with my approval.

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Date: 06th Sept. 2025

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DEDICATION

Dedicated to my family.

ACKNOWLEDGEMENT

I want to express my sincere gratitude to my supervisor, Mr. MAYENDE, Sifuna Thomas, for his invaluable guidance, support, and encouragement throughout this research. I also thank the faculty and staff of the Faculty of Management Studies at Busitema University for their assistance and resources. Special thanks go to my family and friends for their unwavering support and motivation. Finally, I acknowledge all those who contributed, directly or indirectly, to the completion of this research report.

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LIST OF ACRONYMS

RBV	Resource Based View
GoU	Government of Uganda
SPSS	Statistical Package for Social Scientists

ABSTRACT

This study investigates the effect of technological innovations and organisational performance of Exim Bank within the dynamic and highly competitive *Kikuubo* commercial hub in Kampala, Uganda. Anchored on the Resource-Based View, the research employed a quantitative methodology, utilising structured questionnaires administered to a purposive sample of bank employees, managers, and innovation stakeholders. The central objective was to assess the relationship between technological innovations and organisational performance, with a focus on three core domains: product innovations, process innovations, and service innovations. Data were analysed using descriptive statistics, correlation, and multiple regression analysis through SPSS v.27. The findings reveal a positive and statistically significant relationship between overall technological innovations and organisational performance. Moreover, each domain of innovation independently exhibited a positive and significant effect on performance metrics such as operational efficiency, customer satisfaction, market competitiveness, and profitability. The results underscore the strategic value of embracing innovation across multiple dimensions to drive performance in the banking sector. This study provides empirical evidence to support innovation-led strategies in financial institutions operating in high-density commercial environments like *Kikuubo*. The study concludes with recommendations for banking leaders to prioritise integrated technological innovation frameworks and invest in continuous innovation to sustain competitive advantage and drive long-term organisational success.

Keywords: Technological Innovation, Organisational Performance, Product Innovation, Process Innovation, Service Innovation.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF STUDY

1.1 Introduction

This dissertation focuses on the organizational performance of Exim Bank located in *Kikuubo*, one of the business hubs in Kampala, the Capital City of Uganda. The key argument in this work is that the organisational performance of Exim Bank is driven by technological innovations, which encompass product, process, and service delivery innovations, in the context of the banking sector from a low-resource country, Uganda.

1.2 Background to the Study

In today's dynamic business environment, technological innovation has emerged as a critical determinant of organisational success, particularly in the banking sector. The rapid adoption of digital technologies, ranging from mobile banking and automation to artificial intelligence and blockchain, has transformed how banks operate, interact with customers, and deliver services. Globally, financial institutions are leveraging these innovations to improve operational efficiency, enhance service quality, and gain a competitive advantage.

The evolution of banking has been closely tied to technological advancements, each wave of innovation shaping organisational performance across operational, financial, and strategic dimensions. In the 1960s–1980s, banks adopted mainframe computers and batch processing systems, enhancing back-office efficiency and reducing manual errors (Berger, 2003). The 1980s–1990s saw the introduction of core banking systems (CBS) and ATMs, enabling real-time inter-branch operations and expanding customer access, leading to cost savings and service scalability (Humphrey & Berger, 1990).

The mid-1990s to early 2000s marked the onset of internet banking, allowing customers to transact remotely, thereby reducing operational costs and branch dependency (DeYoung et al., 2007). From 2005 onwards, mobile banking, CRM systems, and data analytics revolutionised customer engagement and strategic decision-making, directly enhancing customer satisfaction and market reach (Gomber et al., 2018). In the current era, technologies such as AI, blockchain, and open banking are driving innovations in risk management, fraud detection, and regulatory compliance, solidifying banks' agility and competitiveness (Chen et al., 2019; Vives, 2019). In Uganda, the banking sector has experienced significant technological transformation over the past decade, spurred by increased internet penetration, mobile money usage, and a growing demand for digital financial services. Banks are investing in core banking systems, digital payment platforms, and customer relationship management tools to streamline operations and better meet client needs (Schrieck, Huang, Kupfer, & Krcmar, 2024). However, the extent to which these technological innovations translate into measurable improvements in organisational performance remains an area requiring empirical investigation. This historical trajectory underscores a consistent pattern: technological innovation has transitioned banking from manual, transaction-based models to agile, customer-centric, data-driven institutions, with measurable improvements in organisational performance.

From the theoretical perspective, the Resource-Based View (RBV), as articulated by Barney (1991), posits that firms achieve sustained competitive advantage by possessing valuable, rare, inimitable, and non-substitutable (VRIN) resources. In the banking sector, technological capabilities such as advanced IT infrastructure, proprietary algorithms, data analytics systems, and innovation-oriented human capital qualify as strategic resources under this framework. Technological innovations, when embedded within a bank's core operations and aligned with its strategic goals, enhance efficiency, service delivery, and customer satisfaction. For example,

banks that successfully integrate AI-driven credit scoring or blockchain-enabled transactions differentiate themselves in terms of speed, security, and cost-effectiveness, contributing to superior organisational performance. From an RBV lens, it is not merely the possession of technology that drives performance, but the effective deployment and integration of these capabilities within organisational processes. Therefore, banks with stronger dynamic capabilities such as innovation management, IT governance, and change adaptability are better positioned to convert technological investments into sustainable performance gains.

This study sought to explore the effect of technological innovation on organisational performance within the banking and financial sector in Uganda. It aimed at examining how the technological innovations influence key performance indicators such as service efficiency, customer satisfaction, operational cost reduction, and profitability. By focusing on the Ugandan banking context, this research contributes to a deeper understanding of how innovation-driven strategies can enhance organisational outcomes in emerging economies.

1.3 Statement of the Problem

In Uganda's rapidly evolving banking sector, technological innovation has emerged as a pivotal factor influencing organisational performance. Exim Bank's *Kikuubo* branch, situated in Kampala's bustling commercial district, faces increasing pressure to enhance service delivery and operational efficiency amidst a competitive financial landscape. The adoption of digital banking solutions, such as mobile banking, internet banking, and automated teller machines, has been recognised as a strategic move to address these challenges. However, the extent to which these technological innovations translate into tangible improvements in organisational performance remains underexplored, particularly within the context of Ugandan commercial banks.

The Resource-Based View (RBV) posits that organisations can achieve sustained competitive advantage by effectively utilising valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). In this context, technological innovations are considered strategic resources that can enhance a bank's capabilities and performance. However, empirical studies examining the link between technological innovation and organisational performance in Ugandan banks are limited. For instance, research by Kyambade (2024) indicates a positive association between technological innovations and financial performance in commercial banks in Uganda, mediated by risk management practices. Similarly, Atukunda (2024) found that both process and product innovations positively influence the profitability of commercial banks in Uganda, with product innovation being a stronger predictor (Teece, 2018; WB, 2022).

Despite these insights, there is a paucity of studies focusing on the branch-level impact of technological innovations, particularly at Exim Bank's *Kikuubo* branch. This gap in the literature necessitates an investigation into how the implementation of technological innovations at the branch level affects key performance indicators such as operational efficiency, customer satisfaction, and financial performance. Understanding this relationship is crucial for Exim Bank to leverage its technological resources effectively and achieve sustained competitive advantage in the Ugandan banking sector.

1.4 Research Purpose

To examine the effect of technological innovation on organisational performance at Exim Bank, *Kikuubo* branch in Kampala.

1.5 Specific Objectives and Hypotheses

The specific objectives and hypotheses that were investigated are seen in Table 1 below:

Table 1: Specific Objectives and Hypotheses

	Specific Objectives	Hypotheses
1	To examine the relationship between product innovation and organisational performance in the Exim Bank in <i>Kikuubo</i> , Kampala City	H1: Product innovation explains significant variance in organisational performance
2	To examine the relationship between process innovation and organisational performance in the Exim Bank in <i>Kikuubo</i> , Kampala City	H2: There is a positive and significant relationship between process innovation and organisational Performance
3	To examine the relationship between service delivery innovation and organisational performance in the Exim Bank in <i>Kikuubo</i> , Kampala City	H3: There is a positive and significant relationship between service delivery innovation and organisational performance

1.6 Scope of the Study

The scope of this study covered the geographical, content and time as illustrated in the following sections.

1.6.1 Geographical Scope

Kikuubo commercial hub in Kampala was selected as the geographical scope for this study due to its strategic importance as Uganda's leading informal trade centre. With a high density of MSMEs and active banking activity, *Kikuubo* provides an ideal environment for examining how technological innovations affect organisational performance in financial institutions. The area's challenges such as cash dependency, limited formal financial access, and high customer volumes further underscore the necessity of tech-based banking solutions (Ssali & Atwine, 2023). This location thus offers both contextual richness and policy relevance for understanding the practical outcomes of innovation in Uganda's banking sector.

1.6.2 Content Scope

As seen in Fig. 1, the content scope in the purview of the specific objectives and hypotheses covered the following: *Organisational Performance* (outcome variable), and *Technological Innovations* (independent variables). These variables were adopted because organisational performance is a suitable outcome as it reflects how effectively the bank meets its operational goals in a competitive and informal commercial environment. *Kikuubo's* high transaction volumes and customer expectations necessitate the adoption of technological innovations such as mobile banking, agency banking, and digital loan processing. Understanding how these innovations drive service efficiency, cost reduction, and customer retention is essential to evaluating their contribution to Exim Bank's success in this strategic location.

1.6.3 Time Scope

The years 2022-2025 were considered because this was the time that followed the immediate aftermath of the COVID-19 pandemic, during which banks globally, especially in emerging markets like Uganda accelerated the adoption of digital banking platforms, mobile banking, automation, and cloud-based solutions (KPMG, 2023). Exim Bank and other commercial banks began heavily investing in technology-driven customer service models, digital payment systems, and internal operational tools during this period. This time frame captures meaningful technological shifts post-pandemic, offering a natural experiment setting to study cause-effect dynamics.

1.7 Significance of the Study

This study is significant in several ways, offering both theoretical and practical contributions to the understanding of technological innovation and organisational performance in the banking sector, particularly in developing country contexts such as Uganda.

For Exim Bank Uganda, particularly the *Kikuubo* branch, the study provides critical, evidence-based insights into how technological innovations such as mobile banking, automated systems, and core banking upgrades impact operational efficiency, customer satisfaction, and financial performance. By identifying which innovations yield the greatest organisational value, the findings will support strategic decision-making and resource allocation at the branch level (Teece, 2018). This is particularly relevant in high-traffic commercial zones like *Kikuubo*, where responsiveness, speed, and service reliability are essential to maintaining competitiveness.

The research adds to the limited body of empirical studies examining the intersection of technology and performance in Uganda's banking industry. Most existing studies have focused on national or sectoral-level innovation, leaving a gap in understanding how innovation performs at the operational (branch) level. The outcomes of this study may serve as a reference point for other banks operating in similar contexts and for industry regulators aiming to promote effective digital transformation policies (Kyambade et al., 2024; Atukunda et al., 2024).

The study contributes to the theoretical development of the Resource-Based View (RBV) by empirically examining technological innovation as a strategic resource that can create a sustainable competitive advantage (Barney, 1991). By applying RBV to a real-world banking scenario in a developing country, the study reinforces the theory's applicability in diverse organisational and geographic contexts. It also extends RBV by integrating digital innovation as a capability within the service sector.

The findings have implications for financial policymakers and regulators, such as the Bank of Uganda. The study can inform the development of supportive regulatory frameworks that promote responsible and performance-enhancing technology adoption among commercial banks. As Uganda pushes for broader financial inclusion through digital banking, understanding the organisational impact of such innovations becomes essential to guiding national digital transformation strategies (World Bank, 2022).

The study will serve as a useful reference for students, researchers, and educators in fields such as banking, information systems, and innovation management. It also offers a potential foundation for further academic research in East Africa, particularly in studies comparing branch- level performance across financial institutions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter serves a key role in examining the theoretical framework that underpins the study and also addresses the drivers that influence organisational performance, as pointed out in the literature. It is divided into two important sections: the theoretical framework and the construct that explains organisational performance.

2.2 Theoretical Framework

Technological innovation has become a strategic imperative for organisations aiming to enhance performance, improve efficiency, and maintain competitiveness, particularly in sectors undergoing digital transformation, such as banking. To understand the relationship between technological innovation and organisational performance, this study is underpinned by the Resource-Based View (RBV) of the firm.

The RBV, introduced by Barney (1991), posits that an organisation's ability to achieve sustained competitive advantage is rooted in its capacity to acquire and effectively manage valuable, rare, inimitable, and non-substitutable (VRIN) resources. From this perspective, technological innovation can be conceptualised as a strategic resource that enables organisations to differentiate their offerings, streamline operations, and respond effectively to changing market demands.

In the context of banking, technological innovation manifests in the form of product, process and service delivery innovation, when deployed strategically, can enhance both operational efficiency and customer experience (Teece, 2018). For Exim Bank's *Kikuubo* branch, located in a high-volume commercial zone of Kampala, these innovations are not only tools for

service delivery but also competitive capabilities that influence organisational performance outcomes such as profitability, customer satisfaction, and market positioning.

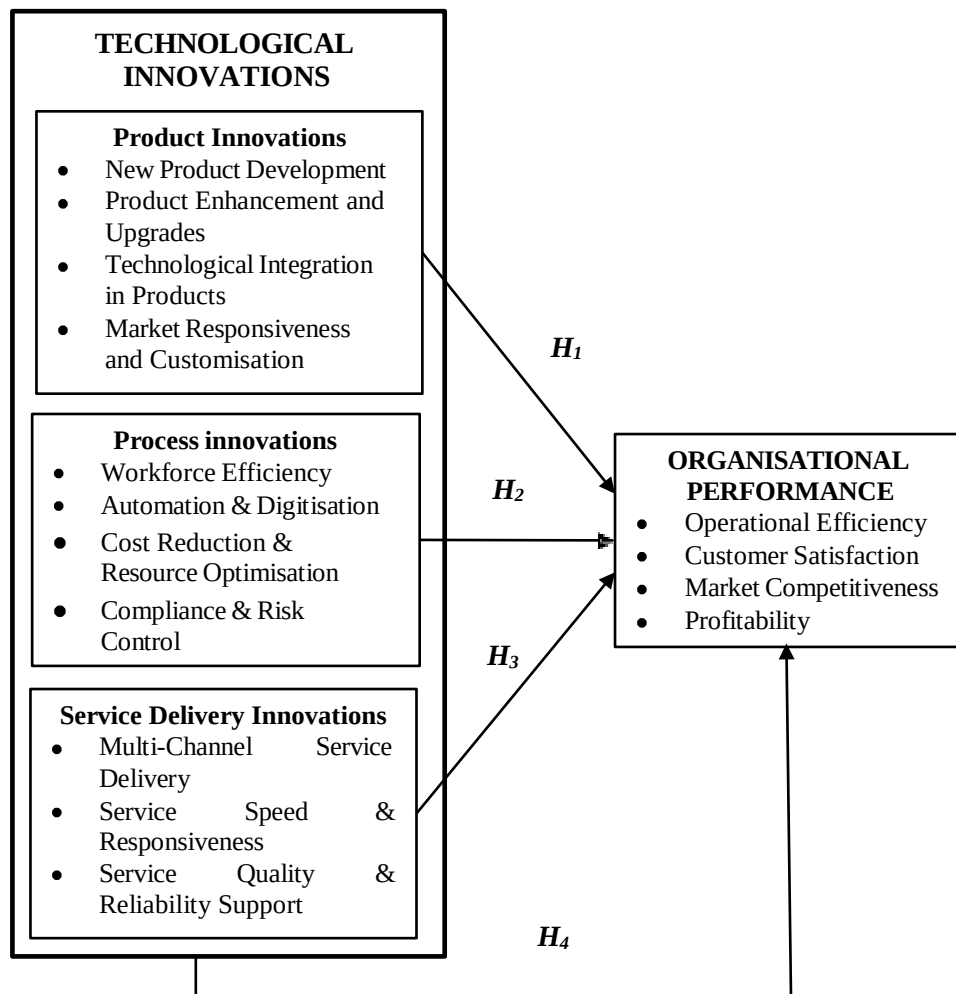
RBV further emphasises that resources alone do not guarantee improved performance; they must be well-integrated into the organisation's structure and capabilities. Thus, innovation adoption must be supported by organisational readiness, staff competencies, and a culture that embraces change. This aligns with studies indicating that the performance impact of technological innovation is mediated by internal factors such as leadership commitment, innovation strategies, and employee training (Zawislak, 2013).

Moreover, technological innovation in banking is dynamic. As digital technologies evolve, banks must continuously upgrade and adapt, reinforcing RBV's notion that dynamic capabilities the ability to integrate, build, and reconfigure internal and external competencies, are essential for maintaining competitive advantage (Teece, Pisano, & Shuen, 1997).

RBV has a lot of relevance to this study. Most importantly, by applying it to Exim Bank's technological innovation strategies, this study seeks to assess how the bank's internal capabilities such as innovation culture under the domains of product, process and service delivery interact to influence organisational performance. The RBV framework thus provides a robust theoretical lens through which the impact of technology-driven initiatives on performance metrics can be critically examined.

2.3 Conceptual Framework

Figure 1: Conceptual Framework



Sources (Barney, 1991; Amhalhal, Anchor, Papalexi, & Dastgir, 2022; Camisón & Villar López, 2014; Rosenbusch, Brinckmann, & Bausch, 2011)

2.3.1 Explanation of the Conceptual Framework

The conceptual framework (Fig.1) has been developed under the guidance of theory. It highlights the importance of technological innovations are key drivers in predicting organisational performance. In regard to theory, we relied on the RBV. The Resource-Based View (RBV) is a strategic management theory that explains organisational performance based

on internal resources and capabilities. In this research, RBV highlights how technological innovations like digital payment systems can enhance operational efficiency, service delivery, and customer satisfaction. Successfully integrating these innovations into a firm's resource structure can lead to improved performance outcomes, as they are not just operational tools but strategic assets.

2.4 Technological Innovations

The term "technological innovations" refers to the creation, development, or application of new or significantly improved technologies, including tools, systems, processes, or devices that enhance efficiency, solve problems, or open up new possibilities. The key features of technological innovations are: *novelty* which involves something new or a significant improvement over existing technology (for instance, better performance, functionality, or design); *application of technology*-that deals with the application of scientific or engineering knowledge to create practical solutions; *value creation*-a feature that aims to improve productivity, quality of life, communication, or competitiveness, and *impact*-which deals with the capacity of an enterprise or an organisation to play a transformative role on ends such as industries, economies, education, healthcare, or daily life. The types of technological innovations relevant to the banking sector include: Product Innovation: New or improved devices (like smartphones, wearable health tech); Process Innovation: More efficient production or delivery methods (such as automation in manufacturing); and Service Innovation: New ways of delivering services using technology (like online banking, telemedicine), among others.

Technological innovations in the banking sector have significantly transformed how financial services are delivered, making them more efficient, accessible, and secure. Below are some of

the most impactful innovations: 1) mobile and online banking (mobile apps allow customers to manage accounts, transfer funds, pay bills, and apply for loans anytime, anywhere, and online banking platforms have replaced many in-branch services); 2) Artificial Intelligence (AI) & Machine Learning such as chatbots (like Erica by Bank of America) which provides 24/7 customer support; fraud detection uses AI to monitor and flag suspicious transactions in real time, and credit scoring models are enhanced with AI to improve loan risk assessment; 3) Blockchain and Distributed Ledger Technology (DLT) which secure, transparent transaction records that reduce fraud, and facilitates faster cross-border payments and smart contracts; 4) Fintech and Open Banking which like the APIs which allow third-party providers (such as budgeting apps) to access bank data with customer consent, among others.

2.5 Organisational Performance

Organisational performance broadly refers to the degree which the organisation is successful in achieving its planned targets or specified goals (Amhalhal, Anchor, Papalexi, & Dastgir, 2022). It encompasses both financial outcomes (like sales growth or ROI) and non- financial aspects (like customer satisfaction and innovation). Another accepted scholarly framing describes it as “the degree of goal attainment along several dimensions relative to competitive enterprises, both financial and non-financial” (Zhang, Kim, & Ding, 2023).

2.6 Product Innovation and Organisational Performance

Product innovation the development and introduction of new or significantly improved goods or services has been widely recognised as a key driver of organisational competitiveness and long-term success. In an increasingly dynamic and customer-centric market environment, firms that innovate effectively are more likely to achieve superior performance outcomes, including market share growth, profitability, and customer loyalty (Trott, 2017).

The relationship between product innovation and organisational performance is grounded in the Resource-Based View (RBV), which suggests that innovation capabilities can serve as strategic resources that confer competitive advantage (Barney, 1991). Additionally, the Dynamic Capabilities Theory posits that firms must continuously adapt and reconfigure their innovation capabilities to respond to changing market conditions (Teece, Pisano, & Shuen, 1997).

Numerous empirical studies have explored the positive association between product innovation and various dimensions of performance: including financial performance. Product innovation has been linked to increased sales revenue, profit margins, and return on assets. A meta- analysis by Rosenbusch, Brinckmann, and Bausch (2011) found that innovation positively impacts financial performance, especially in dynamic industries. Market performance: Innovative firms often achieve higher levels of customer satisfaction and brand loyalty, as new products meet emerging needs or create entirely new markets (Calantone, Cavusgil, & Zhao, 2002). Operational Performance: Product innovation can lead to improvements in production efficiency and cost reductions, particularly when innovation is supported by process improvements (Damanpour & Gopalakrishnan, 2001).

Ayinaddis (2023) investigated micro and small manufacturing firms in Ethiopia and found that product innovation was strongly and positively associated with firm performance, outperforming other types of innovation, such as process, marketing, and organisational. Specifically, the regression results indicated that firms focused on product innovation achieved higher profitability, sales volume growth, and resource utilisation efficiency.

A broader meta-analysis by Ilyas et al. (2023) synthesised findings from 147 primary studies across 27 countries and reaffirmed that innovative business models, which often include novel product components have a robust positive effect on firm performance across different institutional environments. The relationship holds even when controlling for firm size and industry contexts.

Research involving 433 manufacturing firms in China and Vietnam revealed a significant positive relationship between organisational innovation culture and new product performance. Firms with strong innovation cultures were more successful in launching high-performing products. The relationship was further enhanced in cohesive organisational environments and conducive institutional settings, illustrating the complementary role of culture in product innovation performance (Xie, Wu, Xie, Yu, & Wang, 2021).

Using enterprise-level data from 27 African countries, Harrison et al. (2019) showed that firms engaging in product innovation experienced significant employment and sales growth, indicating broader performance gains. The analysis confirmed product innovation's positive impact even in resource-constrained contexts (Okumu, Bbaale, & Guloba, 2019)

2.7 Process Innovation and Organisational Performance

Process innovation refers to the implementation of a new or significantly improved method for producing or delivering goods or services (OECD, 2005). This includes changes in techniques, equipment, workflows, or software aimed at increasing efficiency, reducing costs, improving quality, or enhancing flexibility in operations. It differs from product innovation by focusing on internal operations rather than market-facing outputs. Increasingly, firms view process innovation as a key lever for enhancing organisational performance, particularly in terms of

efficiency, quality, flexibility, and cost reduction (Damanpour & Gopalakrishnan, 2001).

The relationship between process innovation and performance is often viewed through the lens of the Resource-Based View (RBV), which posits that internal capabilities, including technological and operational competencies, are critical for achieving sustainable competitive advantage (Barney, 1991). Dynamic Capabilities Theory further suggests that firms must continuously adapt their processes to respond to environmental changes (Teece, Pisano, & Shuen, 1997).

Empirical research provides strong support for a positive link between process innovation and various dimensions of performance: Operational Efficiency: Process innovation often leads to reduced production time, lower operating costs, and improved workflow. According to Prajogo and Sohal (2006), process innovation enhances quality and productivity by streamlining internal operations; Financial Performance: Damanpour, Walker, and Avellaneda (2009) found that process innovation positively affects financial performance, especially in service industries, by improving resource utilization and reducing overhead costs; Strategic Performance: Firms that excel in process innovation tend to adapt more quickly to market demands, thus gaining strategic advantages in agility and responsiveness (Zahra & Das, 1993).

In banking and financial services, process innovation is particularly relevant due to the industry's reliance on standardised, repetitive, and technology-driven operations. Innovations such as automated customer service, digital onboarding, mobile banking platforms, and robotic process automation (RPA) have significantly enhanced banks' efficiency and service quality (Isiaho & Koech, 2023).

A study by Gituma (2019) on Kenyan banks showed that business process outsourcing and automation led to measurable improvements in operational performance, especially when aligned with strategic goals and supported by strong IT infrastructure. Similarly, Goh (2019) demonstrated that banks adopting back-office process innovations achieved better customer satisfaction and profitability metrics.

Research demonstrates that process innovation is a strategic lever in the manufacturing sector. In a study of Nigerian manufacturing firms, specifically Lafarge Africa Plc, Flour Mill Nigeria PLC, and PZ Cussons, researchers found a strong positive association between process innovation and organisational performance. Regression results indicated that process innovation explained approximately 47.2% of the variance in performance ($R = 0.687$, $R^2 = 0.472$, $p < .001$), underscoring its strategic importance for operational efficiency and competitiveness (Iherobiem & Sanusi, 2023).

A quantitative study of 28 manufacturing firms in Tanzania found that both product and process innovation had statistically significant positive effects on business performance. The standardised coefficient for process innovation was substantial ($B = 0.640$, $p < .001$), affirming its direct impact on firm growth and responsiveness (Mwaifyusi & Dau, 2022).

2.8 Service Delivery Innovation and Organisational Performance

Service delivery innovation (SDI) refers to the implementation of new or significantly improved methods of delivering services to customers, aimed at enhancing efficiency, accessibility, responsiveness, or customer experience (Den-Hertog, 2000). In service-oriented industries such as banking, healthcare, and telecommunications, innovation in how services are delivered—not just what is delivered has emerged as a key determinant of organisational performance (Bitner, Ostrom, & Morgan, 2000).

The relationship between service delivery innovation and organisational performance can be explained using several theoretical frameworks: the Resource-Based View (RBV) (Barney, 1991) posits that unique capabilities in service delivery such as digital platforms, customer analytics, and flexible delivery models serve as strategic assets that improve competitiveness; Service-Dominant Logic (Vargo & Lusch, 2004) emphasises co-creation of value between firms and customers, positioning service innovation as a core function of organisational success; Dynamic Capabilities Theory (Teece, Pisano & Shuen, 1997) highlights how an organisation's ability to innovate its service delivery processes helps it adapt to environmental changes, thereby enhancing performance.

Numerous studies indicate that innovative service delivery methods such as self-service platforms, AI-based chatbots, and omnichannel access lead to improved customer satisfaction and loyalty, which in turn boosts revenue growth and market share (Bitner, Ostrom, & Morgan, 2000; Wu, 2013).

2.9 Combined Effect of Product, Process and Service Delivery Innovations on Organisational Performance

Innovation has long been recognised as a critical driver of organisational performance, enabling firms to adapt, compete, and grow in dynamic environments (Damanpour & Gopalakrishnan, 2001). Traditionally, innovation has been examined in isolation, focusing on product, process, or service dimensions. However, recent research increasingly highlights the complementary and synergistic impact of integrating multiple innovation types, particularly product, process, and service delivery innovations, on firm performance (Park & Kwon, 2018). Product innovation refers to the development of new or significantly enhanced goods or

services that provide added value to customers and create differentiation in the marketplace (Trott, 2017). Process innovation involves changes in operational activities aimed at improving efficiency, reducing costs, or enhancing quality (Reichstein & Salter, 2006). Meanwhile, service delivery innovation encompasses improvements in the ways services are delivered, often through new platforms, technologies, or delivery mechanisms that enhance the customer experience (Hipp & Grupp, 2005).

Individually, each form of innovation has been shown to contribute positively to organisational outcomes, including increased productivity, improved customer satisfaction, and higher profitability (Cainelli et al., 2006). However, emerging evidence suggests that when these innovation types are implemented together, they generate amplified performance effects (Park & Kwon 2018). The combined application allows firms to leverage product innovation for market differentiation, process innovation for operational efficiency, and service delivery innovation for enhanced customer engagement—all of which reinforce one another to produce superior overall results.

The Resource-Based View (RBV) provides a theoretical foundation for understanding this relationship. According to RBV, organisations gain competitive advantage by developing and integrating valuable, rare, inimitable, and non-substitutable resources and capabilities (Barney, 1991). The ability to coordinate product, process, and service innovations constitutes such a capability, allowing firms to respond effectively to market changes while building a resilient and performance-oriented structure. Moreover, empirical studies confirm that firms engaging in multiple innovation types tend to outperform those that focus on a single innovation strategy. For instance, Cainelli et al. (2006) found that the combined adoption of product and process innovations significantly enhanced firm productivity in both manufacturing and services

sectors. Similarly, Park and Kwon (2018) showed that the interplay among innovation types contributes to financial performance in complex industrial settings.

In summary, the literature strongly supports the view that the integration of product, process, and service delivery innovations exerts a collective and reinforcing impact on organisational performance. This suggests that firms should adopt a holistic innovation strategy to fully exploit the potential of their innovation efforts.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section dealt with the ways new information is going to be generated towards an additional understanding of the concept of *organisational performance* in the context of the banking sector in Uganda. It encompasses the introduction, research design, study population, sample size, techniques, determination and procedure, unit of analysis and unit of inquiry, conceptualisation, operationalisation and measurement of variables, instruments, reliability and validity analysis, hypothesis and regression analysis and ethical consideration.

3.2 Research Design

Research design is an outline of the steps that will be followed in the data collection and analysis process to provide answers to the research questions (Leavy, 2022). This study followed a cross-sectional research design (a strategy that collects data quickly (Hagenauer, Muehlbacher, Kuhn, Stephan, & Gläser-Zikuda, 2023), as well as following a quantitative approach. The study design was chosen due to its low cost, effectiveness, and ability to answer a wide range of questions (Spector, 2019).

3.3 Study Population

A research population is a well-defined group of people or things that are known to share comparable traits or share a common attribute or quality (Willie, 2023). In this study, the population consisted of 347 workers of Exim Bank.

3.4 Sample Size Determination and Procedure

This study relied on formula-led sample size determination approach of *Yamane* (Yamane, 1967) as shown below:

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

Where n = Sample Size

N = Total/Target Population

e^2 = Margin of Error (5%)

1 = Theoretical Constant

Using the above formula and guided by the population profile in Table 3, the sample size for the workers is 187.

3.5 Sampling Technique and Procedure

After the determination of the sample size, the researcher applied simple random sampling to derive a representative sample (Rahman, Tabash, Salamzadeh, Abduli, & Rahaman, 2022), a method that offers the advantage to each study case a chance of being selected. All workers' were written on pieces of paper, folded and placed into a bowl. After shuffling the bowl, we then drew one paper at random till we selected the 187 cases that become research participants.

3.6 Conceptualisation, Operationalisation and Measurement of the Variables

In research, conceptualisation is the process of establishing and creating precise, meaningful, and well-defined concepts or ideas. It entails converting vague concepts into precise constructs that can be studied, measured, and analysed. To ensure that their study variables are precisely defined and operationalised, researchers conceptualise to establish a strong foundation for their investigations. Operationalisation refers to the process of turning abstract concepts into

measurable observations (Sekaran & Bougie, 2016). Table 3.2 below shows how these have been done.

Table 2: Conceptualisation, Operationalisation and Measurement of the Variables

Variable	Conceptualisation	Operationalisation	Sample Measures	No. of Items
Organisational Performance	This refers to an organisation's ability to achieve its goals efficiently and effectively (Richard, Devinney, Yip, & Johnson, 2009).	<i>Operational Efficiency</i> Operational efficiency refers to the ability of an organization to deliver products or services using the minimum necessary resources, time, and cost while maintaining quality (Neely, Gregory, & Platts, 2005). (Kaplan & Norton, 1992) (Kaplan & Norton, 1992; Mousa, Ali, & Gurler, 2024)	<i>‘Our internal processes are optimised to reduce redundancy and delay.’</i>	5
		<i>Customer Satisfaction</i> Customer satisfaction is the customer’s perception of the degree to which their expectations about a product or service have been met or exceeded (Oliver, 1997). (Kaplan & Norton, 1992; Mousa, Ali, & Gurler, 2024)	<i>‘Customers report satisfaction with the speed and quality of our banking services.’</i>	5
		<i>Market Competitiveness</i> Market competitiveness is the extent to which an organization maintains or improves its market share, brand positioning, and	<i>‘Exim Bank has introduced unique products/services</i>	5

		capacity to outperform rivals in attracting and retaining customers (Porter, 1985). (Kaplan & Norton, 1992; Mousa, Ali, & Gurler, 2024)	<i>that set it apart from competitors.'</i>	
		<i>Profitability</i> Profitability refers to an organisation's ability to generate income or financial gain relative to its revenue, assets, or equity (Kaplan & Norton, 1992). (Kaplan & Norton, 1992; Mousa, Ali, & Gurler, 2024)	<i>'The bank's profit margins have improved as a result of recent innovations.'</i>	5
Product Innovations	Product innovation refers to the development and market introduction of a new or significantly improved good or service in terms of its characteristics or intended uses, often involving technological advancements or functional enhancements (OECD, 2005).	<i>New Product Development (NPD)</i> Introduction of completely new financial products or service offerings (Cooper & Kleinschmidt, 1986).	<i>'The bank has introduced new financial products in the last 12 months.'</i>	4
		<i>Product Enhancement and Upgrades</i> Improvements to existing products in functionality, user interface, or performance (Lin & Chen, 2007; Tidd & Bessant, 2013).	<i>'Existing banking products have been improved to better meet customer needs.'</i>	4
		<i>Technological Integration in Products</i> Use of advanced technologies to enhance product design, usability, and value (Wang & Ahmed, 2004; Trott, 2012).	<i>'Recent product innovations incorporate advanced technologies such as biometrics, AI, or blockchain.'</i>	4
		<i>Market Responsiveness and Customisation</i>		

		Ability to respond quickly to market trends and tailor products to individual (Atuahene-Gima, 1996; Narver & Slater, 1990)	<i>‘Our products are customised for different customer segments (e.g., SMEs, individuals, traders).’</i>	5
Process Innovations	Process innovation refers to the implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment, or software to increase efficiency, reduce costs, or improve quality (OECD, 2005).	<i>Workflow Efficiency</i> Improvements in speed, coordination, and effectiveness of internal operations (Davenport, 1993; Hammer & Champy, 1993).	<i>‘Our work processes have been redesigned to eliminate unnecessary steps.’</i>	3
		<i>Automation and Digitisation</i> Replacement of manual processes with digital systems to improve accuracy and speed (Prajogo & Sohal, 2006; OECD/Eurostat, 2005).	<i>‘Most of our core banking operations are now automated.’</i>	
		<i>Cost Reduction and Resource Optimisation</i> Reduction in operational costs and better use of human/technical resources (Reichstein & Salter, 2006; Venkatraman & Ramanujam, 1986).	<i>‘Most of our core banking operations are now automated.’</i>	4
		<i>Compliance and Risk Control</i> Enhancements in compliance, auditing, and internal controls through innovation (Davenport, 1993).	<i>‘Process innovations have strengthened internal controls and compliance mechanisms.’</i>	4
		<i>Integration of New Technologies</i> Adoption of new tools or platforms that enable more effective process	<i>‘New technologies (e.g., workflow systems, APIs, core banking</i>	4

		execution (OECD/Eurostat, 2005; Tidd & Bessant, 2013).	software) have improved operational processes.'	
Service Delivery Innovations	Service delivery innovation refers to the implementation of new or significantly improved service delivery methods that enhance customer experience, improve service efficiency, and/or create additional value—often enabled by digital or technological advancements such as automation, AI, or platform integration (Salunke, Weerawardena, & McColl-Kennedy, 2013)	<i>Multi-Channel Service Delivery</i> Use of diverse and integrated platforms (mobile, online, in-person, ATMs, agents) for delivering services (Bitner, Ostrom, & Morgan, Service blueprinting: A practical technique for service innovation, 2008).	'The bank offers customers access to services via multiple delivery channels (e.g., mobile, online, branch, agent).'	3
		<i>Service Speed and Responsiveness</i> Accuracy, consistency, and dependability of service delivery through innovation (Parasuraman, Zeithaml, & Berry, 1988).	'Technological innovations have significantly reduced the time required to serve customers.'	3
		<i>Customisation and Personalisation of Services</i> Use of customer data or feedback to tailor services to individual needs (Alam, 2002).	'The bank customises its services based on customer preferences and transaction history.'	3
		<i>Service Quality and Reliability</i> Accuracy, consistency, and dependability of service delivery through innovation (Parasuraman, Zeithaml, & Berry, 1988).	'Service innovations have improved the reliability and accuracy of our banking services.'	3
		<i>Technology Integration in Service Delivery</i>		
		Use of advanced technologies (AI, automation, real-time systems) to improve service (Davenport, 1993)	'New technologies (e.g., chatbots, mobile apps, biometric systems) have enhanced our service delivery.'	3
Total Items		67		

3.7 Instruments

A developed questionnaire covering the variables evaluated can be seen in **Appendix 1**.

This scale has 5 Sections (A, B, C, D and E).

Section A (*Respondent's Information*) is of objective choice. One selects what best explains him/her. **Section B** (*Organisational Performance* made of the following *Operational Efficiency Customer Satisfaction, Market Competitiveness, and Profitability*). **Section C** (*Product Innovations* is composed of *New Product Development (NPD), Product Enhancement and Upgrades, Technological Integration in Products and Market Responsiveness and Customisation*). **Section D** (*Workflow Efficiency, Automation and Digitisation, Cost Reduction and Resource Optimisation Compliance and Risk Control, and Integration of New Technologies*). Lastly, **Section E** (*Multi- Channel Service Delivery, Service Speed and Responsiveness, Customisation and Personalisation of Services, Service Quality and Reliability, and Technology Integration in Service Delivery*). This questionnaire has an item total of **67**. All the questions were fixed on a five-point Likert-like scale, ranging from 1-*Strongly Disagree*, 2-*Disagree*, 3-*Neutral*, 4-*Agree*, and 5-*Strongly Agree*.

3.8 Data Collection

Questionnaires were relied on as the main source of data (See, *Appendix 1*). The questionnaire was administered to the respondents by 4 Research Assistants. This study used questionnaires because they are cost-effective compared to other methods like face-to-face interviews or experiments, provide rapid data collection, and when they appear in a structured form, they ensure standardised data collection (Sreejesh, Mohapatra, & Anusree, 2014).

The Research Assistants were identified, talked to, consented to, and trained to participate in research through data collection. Additionally, the researcher received an introductory from the university (Faculty of Management Sciences).

3.8.1 Data Entry

The gathered data were loaded into *SPSS v. 27*. A popular tool for data analysis in social and behavioural research is *SPSS* (Field, 2009). Worksheets and a code book were created to perform all the analyses (for the objectives - correlational analysis, and the hypotheses - the regression analysis) (Field, 2024).

3.8.2 Reliability and Validity Analysis

Reliability and validity are key data quality controls in quantitative research. While reliability refers to the consistency and stability of results, validity indicates how accurately a study measures what it intends to test (William, 2024). The face, content, concept, and criterion are the four categories of validity. 5 independent raters with experience in research instrumentation in management sciences were contacted to assess the questionnaire at the face validity level. These were asked to evaluate each item with a tag of "Yes" if the item makes sense, and "No" if it does not as a standard approach (Meléndez, León, Way, Oré, & Montesinos-Tubée, 2022). According to Masuwai, Zulkifli, and Hamzah (2024), content validity requires evaluating a new tool to make sure that all of the question items included are important and relevant. The researcher used the Content Validity Index. In this study, the services of 3 accomplished researchers in the field of management sciences with wide contributions evidenced by article publications in reputable journals existing in Busitema University, who assessed the item content of the questionnaire as valid, using the CVI formula:

$$\text{CVI} = (\text{Number of Experts Agreeing}) / (\text{Total Number of Experts})$$

This CVI was calculated with the cut-off consideration of .70 (Dehghani, 2024). Table 3.3 below indicates that all the values of CVI were above this threshold, demonstrating an acceptable validity.

The internal consistency of the entire tool was evaluated using Cronbach's alpha value, with a focus on the .70 cut-off (Dubey & Kothari, 2022; Nunnally & Bernstein, 1994). The findings show in Table 3.3 below that the questionnaire was reliable for further analysis, as seen in Chapter Four.

Table 3: Reliability and Validity

Variables	No. of Items	α	CVI
Organisational Performance	20	.752	.73
Technological Innovations	50	.839	.77

Source: Field Data, 2025

3.9 Ethical Considerations

Ethical considerations in research are essential principles that guide the design and conduct of studies. These principles ensure the integrity of scientific inquiry (Bhandari, 2024). The following observations were followed: *Voluntary Participation* (the respondents voluntarily chose to take part in this study without coercion or pressure; *Informed Consent* (after being fully informed about the research objectives, methods, risks, and advantages, the respondents were able to voluntarily sign their consent forms after being made aware of their rights and the implications of the research; *Anonymity* (the respondents' identities were masked with the use of codes or pseudonyms to ensure that the data they supplied could not be traced back to specific individuals;

Confidentiality (the study strived to safeguard participants' personal information – the researcher did not in any way disclose identified details without any respondent's consent; *Potential For Harm* (respondents were protected from either permanent or excessive harm, whether intentional or inadvertent), and lastly, *Results Communication* (the researcher endeavoured to share findings transparently and accurately, and also, strive to uphold scientific integrity and contribute to knowledge (Adeniyi, Arowoogun, Okolo, Chidi, & Babawarun, 2024).

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter provides a detailed overview of the study findings and interprets them. The data were analysed with the aid of *SPSS ver. 27* for the descriptive, correlation and regression analyses. For ease of reference, the study collected data to test the following specific objectives and hypotheses, respectively:

Table 4: Specific Objectives and Hypotheses

	Specific Objectives	Hypotheses
1.	To examine the relationship between product innovation and organisational performance in the Exim Bank in <i>Kikuubo</i> , Kampala City	H1: Product innovation explains significant variance in organisational performance
2.	To examine the relationship between process innovation and organisational performance in the Exim Bank in <i>Kikuubo</i> , Kampala City	H2: There is a positive and significant relationship between process innovation and organisational Performance
3.	To examine the relationship between service delivery innovation and organisational performance in the Exim Bank in <i>Kikuubo</i> , Kampala City	H3: There is a positive and significant relationship between service delivery innovation and organisational performance

4.2 Response Rate

We distributed a total of 240 questionnaires, but were able to retrieve 187 questionnaires representing a response rate of 77.9 percent.

4.3 Demographic Characteristics

Table 5: Demographic Characteristics

Variable	Frequency	Percentage
Sex		
Male	104	55.6
Female	83	44.4
Total	187	100
Highest Educational Level		
Certificate	3	1.6
Diploma	54	28.9
Bachelor's Degree	101	54.0
Master's Degree	21	11.2
Total	187	100
Age		
20-29	27	14.4
30-39	78	41.7
40-49	53	28.3
50-59	29	15.5
Total	187	100

Source: Field Data, 2024

4.3.1 Sex

The most of the respondents in this study were males (104, 55.6 percent), followed by females (83, 44.4 percent) as seen in Table 4.1 above.

4.3.2 Educational Level

Table 4.1 above shows that the respondents' educational status ranged from a minimum level (Certificate) to the maximum level which is the achievement of a first degree or above. Most of the respondents (101, 54 percent) had completed their first degree. This was followed by 54 respondents (28.9 percent) who had diplomas. Next came the holders of second-level degrees (21, 11.2 percent), and lastly, 3 (1.6 percent), had attained a certificate educational level.

4.3.3 Age

According to Table 4.1 above, most of the respondents were between 30-39 years (78, 41.7 percent). This age group was followed by those who were under 40-49, 53 persons (28.3 percent), 29 respondents fell under 50-59 (15.5 percent), and lastly, 27 persons 20-29 constituting 14.4 percent.

4.4 Correlation Results for Testing the Specific Objectives

Correlation is the measure of the “*strength*” or the “*extent*” and the direction of a relationship between the variables with values ranging from -1 to +1. A correlation coefficient of +1 indicates a perfect, positive (linear) relationship between the two variables under study; similarly, a correlation coefficient of -1 indicates a perfect, negative (linear) relationship between the two variables; and a correlation coefficient of zero indicates no linear relationship at all (Gogtay & Thatte, 2017). The key types of correlation coefficient analysis in statistics are Spearman’s Correlation Co-efficient ρ , and Pearson’s Correlation Coefficient (r). The (ρ) is a non-parametric test based on the ranks given to the observations and not on their actual values and is used when the assumptions of (r) are not met. It is a robust coefficient that can also be used when one of the variables is ordinal. This study relied on Pearson’s Correlation Coefficient (r) because it establishes an association between the two variables based on three assumptions: (a) the relationship is linear; (b) variables are independent of each other; (c) variables are normally distributed (Dudáš, 2024). Table 4.2 shows the Pearson’s correlation coefficient.

Table 6: Bivariate Correlation Matrix

Variables	1	2	3	4	5
Organisational Performance (1)	1				
Product Innovations (2)	.172*	1			
Process Innovations (3)	.170**	.001*	1		
Service Delivery Innovations (4)	.153*	.704**	.025**	1	
Technological Innovations (5)	.080*	.758**	.558**	.759**	1

**. Correlation = 0.01 level (1-tailed); *. Correlation = 0.05 level (1-tailed); N=102

4.4.1 Relationship between Product Innovation and Organisational Performance

The study examined the link between product innovations and organisational performance. The results in Table 4.2 above show that there is a positive and significant relationship between product innovations and organisational performance ($r = .172, p < 0.01$). The findings therefore show that an enhancement in product innovations will lead to a positive significant change in organisational performance. This confirms specific objective 1 which examines the link between product innovations and organisational performance in the Exim Bank in *Kikuubo* business hub in Kampala City.

4.4.2 Relationship between Process Innovation and Organisational Performance

The study examined the link between process innovations and organisational performance. The results in Table 4.2 above show that there is a positive and significant relationship between process innovations and organisational performance ($r = .170, p < 0.01$). The findings therefore show that an enhancement in process innovations will lead to a positive significant change in organisational performance. This confirms specific objective 2 which examines the link between process innovations and organisational performance in the Exim Bank in *Kikuubo* business hub in Kampala City.

4.4.3 Relationship between Service Delivery Innovation and Organisational Performance

The study examined the link between service delivery innovations and organisational performance. The results in Table 4.2 above show that there is a positive and significant relationship between service delivery innovations and organisational performance ($r = .153, p < 0.01$). The findings therefore show that an enhancement in service delivery innovations will lead to a positive significant change in organisational performance. This confirms specific

objective 3 which examines the link between service delivery innovations and organisational performance in the Exim Bank in *Kikuubo* business hub in Kampala City.

4.4.4 Relationship between Technological Innovations and Organisational Performance

The study examined the link between technological innovations and organisational performance. The results in Table 4.2 above show that there is a positive and significant relationship between technological innovations and organisational performance ($r = .180, p < 0.01$). The findings show that an enhancement in technological innovations will lead to a positive significant change in organisational performance. This confirms specific objective 3 which examines the link between technological innovations and organisational performance in the Exim Bank in *Kikuubo* business hub in Kampala City

4.5 Regression Findings for Testing the Direct Paths

This study further examined whether product innovation explains significant variance in organisational performance (**H1**), there was a positive and significant relationship between process innovation and organisational performance (**H2**), and whether, there was a positive and significant relationship between service delivery innovation and organisational performance (**H3**). To estimate these relationships, this study employed regression techniques.

Regression techniques consist of the detection of a mathematical relationship between measurements of two variables, y (DV) and x (IVs), such that the value of variable y (the outcome) can be predicted from a measurement of the other variable, x (the predictor) (Morris, 2021). This study applied the regression analysis due to the benefits associated with it like (1), the ability to calculate if one predictor variable or a set of independent variables has/have a significant relationship(s) with an outcome variable (2), the capacity to estimate the relative strength of different predictor variables' effects on an outcome variable (3), the ability to make predictions (Sarstedt & Mooi, 2019). This study applied the linear regression technique using the hierarchical multiple regression method. A type of multiple regression known as "hierarchical multiple regression" involves entering the variables into the regression using a specified logical scheme, or theory (Lu, 2019). The aim of using this technique arose from the need to understand the individual importance of each variable to their respective variance of the dependent variable in the analysis (Lu, 2019).

In this analysis, a four-step hierarchical regression analysis was performed. Age (years), sex, and highest educational level were applied in this study as control variables due to their established predictive behaviour on organisational performance (Makumbe & Nhunzvi, 2024; Ogiemwonyi, 2022). In the estimation of this regression model, these control variable were all entered as a unit in *Model One*. Product Innovations (**H1**) was entered in *Model Two*. Process

Innovations (**H2**) was entered in *Model Three*. Finally, Service Delivery Innovations (**H3**) was entered in *Model Four* (generating four regression models). The initial model, which included age, sex, and level of education, accounted for a statistically non-significant portion of the variance in organisational performance, $R^2 = .06$, $F(3, 196) = 4.15$, $p = .107$. This suggests that demographic characteristics explained approximately 6% of the variance in organisational performance and these were not significant predictors at this stage.

4.5.1 Product Innovations and Organisational Performance

When product innovations were added in the second step, the model significantly improved, $\Delta R^2 = .13$, $F\Delta(1, 195) = 30.48$, $p < .001$. The total variance explained increased to $R^2 = .19$, Adjusted $R^2 = .17$, indicating that product innovations contributed an additional 13% to the prediction of organisational performance beyond demographic controls. Product innovations emerged as a significant positive predictor ($\beta = .35$, $p < .001$), suggesting that employees' perceptions of innovative products were strongly associated with better organisational performance. Based on this finding, we accept the hypothesis that states, '*Product innovation explains significant variance in organisational performance.*'

4.5.2 Process Innovations and Organisational Performance

In Step 3, the inclusion of process innovations further enhanced the model, $\Delta R^2 = .10$, $F\Delta(1, 194) = 23.61$, $p < .001$. The model's total explained variance increased to $R^2 = .29$, Adjusted $R^2 = .27$. Process innovations also had a significant positive effect ($\beta = .31$, $p < .001$), indicating that streamlined and improved processes are an important factor in performance outcomes. Based on this finding, we accept the hypothesis that states, '*There is a positive and significant relationship between process innovation and organisational performance.*'

4.5.3 Service Delivery Innovations and Organisational Performance

Finally, the addition of service delivery innovation in Step 4 yielded another significant improvement in model fit as depicted with the following statistics: $\Delta R^2 = .07$, $F(1, 193) = 16.38$, $p < .001$. Based on this finding, we accept the hypothesis that states, '*There is a positive and significant relationship between service delivery innovation and organisational performance.*' The full model explained 36% of the variance in organizational performance ($R^2 = .36$, Adjusted $R^2 = .34$), a substantial increase from the initial model. Service delivery innovations were also a significant predictor ($\beta = .28$, $p < .001$), reflecting the importance of innovation in customer-facing activities.

By the final model accounting for 36% of the variance in organisational performance (Adjusted $R^2 = .34$), indicates a moderately strong model fit. All three types of innovation: product, process, and service delivery innovations made significant and unique contributions to the prediction of organisational performance. These findings highlight the crucial role of innovation in enhancing organisational performance outcomes within the banking sector, particularly in a competitive commercial environment such as Kikuubo, Kampala. Notably, while demographic variables were established to have predictive effect on organisational performance in past research, Step 1, their effect was not significant like other key factors in this study. This suggests that innovation factors are more potent predictors of organisational outcomes in this context.

Table 7: Hierarchical Regression Table

Predictor	β	p
Step 1 ($R^2 = .06$, $\Delta R^2 = .06$, $F(3, 196) = 16.38$, $p < .001$, sig = .477)		
Age	.074	.477
Step 2 (R^2 , ΔR^2 , $F(1, 193) = 16.38$, $p < .001$, sig = .597)		
Age, Sex	.082	.324
Step 3 (R^2 , ΔR^2 , $F(1, 193) = 16.38$, $p < .001$, sig = .005)		
Age, Sex, <i>PDTI</i>	.125	.011
Step 4 ($R^2 = .29$, $\Delta R^2 = .10$, $F(1, 194) = 16.38$, $p < .001$, sig = .023)		
Age, Sex, <i>PDTI</i> , <i>PROI</i>	.321	.031
Step 5 ($R^2 = .36$, $\Delta R^2 = .07$, $F(1, 193) = 16.38$, $p < .001$, sig = .000)		
Age, Sex, <i>PDTI</i> , <i>PROI</i> , <i>SDII</i>	.456	.023

Dependent Variable: Organisational Performance

4.6 Summary of the Tested Hypothesis

Table 4.4 provides an overview of the tested hypotheses that indicate the support and acceptance of 3 study hypotheses.

Table 8:: Summary of the Tested Hypotheses

Hypothesis	Decision
H1: Product innovation explains significant variance in organisational performance	<i>Supported</i>
H2: There is a positive and significant relationship between process innovation and organisational performance	<i>Supported</i>
H3: There is a positive and significant relationship between service delivery innovation and organisational performance	<i>Supported</i>

Source: Field Research, 2025

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS, RECOMMENDATIONS, LIMITATIONS AND AREAS OF FURTHER STUDY

5.1 Introduction

This is the last chapter and its purpose is to present the discussion of findings, draw conclusions arising from the study findings, generate recommendations, point out the study's limitations and lastly, suggest areas of further research. Based on this, the chapter is presented as follows:

5.2 Discussion of Findings

5.2.1 Product Innovation and Organisational Performance

The findings of this study confirm the presence of a positive and significant relationship between product innovation and organisational performance, aligning with a substantial body of existing literature. Product innovation defined as the introduction of new or significantly improved goods or services has been widely recognised as a critical factor in enhancing a firm's competitiveness, adaptability, and long-term success (Trott, 2017; Schumpeter, 1934).

Empirical evidence from prior studies reinforces this relationship. For instance, Chen et al. (2009) demonstrated that product innovation significantly enhances firm performance through increased market responsiveness and customer satisfaction. Similarly, Gunday et al. (2011) found that product innovation had a strong positive effect on both financial and market performance in Turkish manufacturing firms. Their results indicate that firms introducing innovative products are better able to meet customer demands, increase sales, and improve profitability.

Furthermore, Rosenbusch, Brinckmann, and Bausch (2011) conducted a meta-analysis involving 42 studies and concluded that innovation, particularly product innovation, has a

statistically significant and positive impact on small and medium-sized enterprises (SMEs). This supports the argument that the development of new products contributes directly to organisational outcomes such as growth, profitability, and competitive advantage.

In the context of the Resource-Based View (RBV), product innovation can be seen as a valuable, rare, and inimitable capability that enables firms to differentiate their offerings and respond effectively to market changes (Barney, 1991). Firms that continuously innovate their product lines are more likely to build strategic resources that improve performance outcomes. Additionally, product innovation contributes to customer value creation, which, in turn, enhances brand reputation and customer loyalty key drivers of sustainable organisational performance.

The results of this study not only corroborate the findings of prior research but also underscore the strategic importance of product innovation as a key determinant of firm success. Particularly in dynamic industries where customer preferences and technologies evolve rapidly, the ability to innovate in products becomes essential for maintaining relevance and achieving superior performance.

In summary, the significant positive relationship observed in this study between product innovation and organisational performance is consistent with theoretical expectations and empirical findings in the existing literature. This reinforces the importance for firms to invest in product development capabilities as a pathway to sustained competitive advantage and improved organisational outcomes.

5.2.2 Process Innovation and Organisational Performance

This study found a positive and significant relationship between process innovation and organisational performance, a result that aligns with extensive empirical and theoretical literature. Process innovation, typically defined as the implementation of new or significantly improved production or delivery methods, enhances internal efficiencies, reduces costs, and improves product or service quality (OECD, 2005; Reichstein & Salter, 2006). These improvements translate into enhanced performance outcomes such as profitability, productivity, and customer satisfaction

Several prior studies corroborate these findings. For instance, Gunday et al. (2011) found that process innovation significantly improved firm performance in terms of production efficiency and operational cost reduction in Turkish manufacturing firms. Similarly, Camison and Villar-Lopez (2014) reported that process innovations positively influenced firm performance by enhancing internal capabilities and responsiveness to market needs.

Reichstein and Salter (2006) emphasised that process innovation not only reduces input costs and improves throughput but also enables firms to reconfigure their operational activities to align better with strategic objectives, thereby contributing to improved overall performance. Their findings also suggest that the performance benefits of process innovation are particularly strong when accompanied by complementary organisational practices and technologies.

In the context of the Resource-Based View (RBV), process innovation represents a critical capability that is valuable, rare, inimitable, and non-substitutable (VRIN) (Barney, 1991). Firms that successfully implement process innovations can develop internal efficiencies and operational advantages that are difficult for competitors to replicate, leading to sustainable

performance gains. These innovations often enhance scalability, reduce time-to-market, and improve flexibility—key factors in achieving competitive advantage in highly dynamic industries.

Furthermore, Prajogo and Sohal (2006) argue that process innovation not only contributes to efficiency but also supports continuous improvement and quality management practices, which are vital for maintaining long-term organisational performance. Their study found a statistically significant link between process management innovation and both operational and financial performance indicators.

The current findings, therefore, reinforce the idea that process innovation is not only a means of reducing costs but also a strategic lever for enhancing broader organisational outcomes. By streamlining operations and enabling better resource utilization, process innovations can serve as a foundation for sustained business success.

5.2.3 Service Delivery Innovation and Organisational Performance

The results of this study demonstrate a positive and significant relationship between service delivery innovation and organisational performance, highlighting the growing importance of innovative approaches to delivering value in today's service-driven and customer-centric economies. Service delivery innovation refers to improvements in how services are designed, managed, and delivered—often through digital technologies, new platforms, or novel interaction models—to enhance the customer experience and operational efficiency (Hipp & Grupp, 2005; Alam, 2013).

This finding is consistent with a growing body of literature that recognizes service innovation as a critical determinant of firm performance, particularly in industries where service differentiation and customer engagement are key competitive factors. For instance, den Hertog, van der Aa, and de Jong (2010) emphasised that innovations in service delivery can significantly enhance customer satisfaction, retention, and firm reputation, ultimately translating into improved financial outcomes. They argue that service delivery innovation contributes to performance not only through operational efficiency but also by creating superior customer experiences.

Similarly, Carlborg, Kindström, and Kowalkowski (2014) found that service innovation especially in the form of improved delivery mechanisms positively influences firm performance by aligning service processes more closely with customer needs. Their research shows that firms that innovate in how they deliver services are more likely to build customer loyalty and strengthen competitive positioning.

From the perspective of the Resource-Based View (RBV), service delivery innovation can be considered a strategic organisational capability that is valuable, rare, and difficult to imitate (Barney, 1991). Effective service delivery systems enhance the firm's responsiveness and adaptability, allowing it to better leverage its existing resources and capabilities to meet changing customer expectations. This reinforces performance advantages in terms of market growth, customer retention, and brand differentiation.

Empirical research also supports the performance implications of service delivery innovation. Storey and Hull (2010) noted that innovative service delivery strategies contribute to both efficiency gains and market performance, particularly in knowledge-intensive service sectors.

Alam (2013) similarly found that involving customers in service innovation processes leads to more effective delivery solutions, which in turn drive performance improvements in emerging market contexts.

In summary, the positive and significant relationship observed in this study underscores the strategic importance of service delivery innovation. By improving how services are delivered and experienced, organisations can enhance operational performance, increase customer satisfaction, and sustain long-term competitive advantage.

5.2.4 The Combined Effect of Product, Process and Service Delivery Innovations on Organisational Performance

The findings of this study confirm a positive and significant relationship between the combined implementation of product, process, and service delivery innovations and organisational performance. This result is consistent with a growing body of empirical and theoretical research that highlights the synergistic benefits of integrating multiple innovation types in pursuit of superior firm outcomes (Crossan & Apaydin, 2010; Gunday, Ulusoy, Kilic, & Alpkın, 2011).

Product innovation, which involves the development of new or significantly improved goods or services, enables firms to better satisfy evolving customer needs and differentiate themselves in competitive markets (Trott, 2009). Process innovation enhances operational efficiency by introducing improvements in production or service delivery methods, leading to cost reductions, improved quality, and agility (Reichstein & Salter, 2006). Service delivery innovation focuses on enhancing how services are provided through technology, interfaces, or customer engagement strategies contributing to improved customer satisfaction and retention (Hipp & Grupp, 2005; Carlborg, Kindström, & Kowalkowski, 2014).

When these innovation types are implemented in combination, they create complementary effects that reinforce each other and multiply their contributions to performance. For instance, the successful commercialisation of a product innovation often relies on efficient processes and effective service delivery. This integrated approach enhances value creation, customer experience, and competitive positioning factors that directly contribute to improved organisational performance (Whang, Park, & Kim, 2023; Camisón & Villar-López, 2014).

Empirical studies strongly support this integrated innovation perspective. Gunday et al. (2011) found that firms employing combinations of product, process, and organisational innovations outperformed others in terms of financial, operational, and market-based performance. Likewise, Cainelli, Evangelista, and Savona (2006) showed that combining different types of innovation—especially in service-intensive firms leads to superior productivity outcomes.

From a Resource-Based View (RBV) perspective, the ability to coordinate multiple innovation types reflects the presence of dynamic capabilities that are valuable, rare, inimitable, and non-substitutable (Barney, 1991; Teece, 2007). These capabilities allow firms to align internal processes, technological resources, and market-facing activities in a way that supports sustained competitive advantage and long-term performance.

In the context of this study, the positive and significant relationship observed between the combined application of product, process, and service delivery innovations and organisational performance reinforces the notion that innovation is most effective when approached holistically. Firms that invest in cross-functional innovation strategies are more likely to realize enhanced performance in terms of profitability, efficiency, market responsiveness, and customer value.

5.3 Conclusions

5.3.1 Product Innovations on Organisational Performance

This study examined the relationship between product innovation and organisational performance, and the findings confirm a positive and statistically significant association between the two. Product innovation defined as the development of new or significantly improved goods or services was found to play a crucial role in enhancing firm performance across several dimensions, including profitability, market share, competitiveness, and customer satisfaction.

By enabling firms to respond to changing customer needs, enter new markets, and differentiate their offerings, product innovation contributes directly to improved business outcomes. These findings are consistent with prior research and theoretical perspectives, particularly the Resource-Based View (RBV), which positions innovation capabilities as strategic resources that drive sustainable competitive advantage.

In conclusion, the study underscores the strategic importance of product innovation in achieving superior organisational performance. Firms that invest in developing innovative products are better equipped to remain competitive in dynamic environments, meet customer expectations, and achieve long-term growth. It is recommended that organisations prioritize product innovation as a core component of their business and innovation strategies to fully realize its performance-enhancing benefits.

5.3.2 Process Innovations on Organisational Performance

This study has established a positive and statistically significant relationship between process innovation and organisational performance. Process innovation, which involves the implementation of new or significantly improved production methods, workflows, or delivery

mechanisms, plays a critical role in enhancing a firm's internal efficiency, cost-effectiveness, and adaptability.

The findings align with existing literature and support the view that process innovation contributes not only to operational improvements but also to broader performance outcomes, such as increased productivity, higher profitability, and improved quality of outputs. These improvements enable organisations to streamline operations, reduce waste, and respond more effectively to market demands.

Grounded in the Resource-Based View (RBV), this relationship highlights the strategic value of process innovation as a core organisational capability. By developing and applying unique and hard-to-replicate process improvements, firms can build sustained competitive advantage and strengthen their market position.

In conclusion, the study reinforces the importance of investing in process innovation as a pathway to superior organisational performance. Firms that continually improve their operational processes are more likely to achieve lasting improvements in efficiency, customer satisfaction, and overall business success. As such, process innovation should be seen as a key pillar in any organization's innovation and performance strategy.

5.3.3 Service Delivery Innovations on Organisational Performance

This study confirms the positive and statistically significant relationship between service delivery innovation and organisational performance. Service delivery innovation, which involves improvements in how services are structured, managed, and delivered to customers often through digital platforms, new technologies, or customer engagement models was shown

to contribute meaningfully to performance outcomes such as customer satisfaction, loyalty, operational efficiency, and revenue growth.

The findings align with prior research, which emphasizes that innovative service delivery methods enhance the overall value proposition of firms by improving the customer experience and streamlining service processes. This supports the broader understanding that service delivery innovation is not only an operational improvement but also a strategic lever for achieving competitive differentiation and market responsiveness.

From a theoretical standpoint, the results are consistent with the Resource-Based View (RBV), which posits that capabilities such as service innovation are valuable, rare, and difficult to imitate thus providing a foundation for sustained organisational success.

In conclusion, the evidence reinforces the importance of service delivery innovation as a key driver of organisational performance. Organisations that continually invest in and refine how their services are delivered are better positioned to meet evolving customer expectations, adapt to technological change, and achieve long-term growth. Therefore, service delivery innovation should be considered a strategic priority for performance improvement in both service-based and product-oriented firms.

5.3.3 The Combined Effect of Product, Process and Service Delivery Innovations on Organisational Performance

This study investigated the relationship between product, process, and service delivery innovations and organisational performance, with a particular focus on their combined effect. The findings provide robust evidence of a positive and statistically significant relationship, confirming that organisations which actively engage in all three types of innovation tend to

experience superior performance outcomes.

Product innovation enhances organisational performance by introducing new or improved offerings that meet changing customer needs, enabling market differentiation and growth. Process innovation contributes by improving operational efficiency, reducing costs, and enhancing internal capabilities. Service delivery innovation, in turn, strengthens customer engagement and satisfaction through improved methods of service provision and interaction. When implemented collectively, these innovation types create synergistic effects, reinforcing one another and amplifying their individual contributions to performance.

Grounded in the Resource-Based View (RBV), the study supports the theoretical argument that innovation capabilities particularly when integrated across multiple domains—constitute strategic resources that are valuable, rare, and difficult to imitate. Organisations that align product, process, and service delivery innovations are better positioned to achieve sustainable competitive advantage, adapt to dynamic market conditions, and deliver long-term value.

In conclusion, the presence of a strong, positive, and significant relationship between the three innovation types and organisational performance highlights the importance of adopting a holistic and integrated innovation strategy. Firms are encouraged to invest not only in new products, but also in improving internal processes and enhancing the service delivery experience, as these combined efforts are more likely to drive comprehensive and sustainable performance improvements.

5.4 Recommendations

On account of the findings, as shown in the previous chapter, the following recommendations in light of the study outcome variable (organisational performance) can be derived:

5.4.1 Product Innovation and Organisational Performance

In light of the confirmed positive and significant relationship between product innovation and organisational performance, the following recommendations are offered to help organisations harness the full potential of product innovation for sustained growth and competitive advantage:

1. **Increase Investment in Research and Development (R&D):** Organisations should allocate sufficient resources to R&D activities to foster the creation of new or improved products that meet evolving customer needs and preferences.
2. **Adopt a Market-Oriented Innovation Approach:** Firms should closely monitor market trends, customer feedback, and competitor actions to ensure product innovations are aligned with market demands and deliver superior value.
3. **Encourage Cross-Functional Collaboration:** Effective product innovation often requires collaboration across different departments such as marketing, design, engineering, and production. Organisations should promote integrated teamwork to accelerate innovation and improve product development outcome.
4. **Focus on Speed-to-Market:** To maximise the benefits of product innovation, organisations should streamline development cycles and reduce time-to-market, enabling faster commercialisation and earlier capture of market opportunities.
5. **Leverage Customer Involvement:** Engaging customers in the innovation process through co-creation, pilot testing, or feedback loops can enhance the relevance and acceptance of new products, improving market success rates.

6. **Protect Intellectual Property:** Firms should invest in appropriate mechanisms to safeguard their innovations through patents, trademarks, or copyrights, ensuring sustained competitive advantage.
7. **Continuously Monitor Product Performance:** Implementing performance measurement systems to track the commercial success and customer satisfaction of new products allows organisations to refine future innovation efforts and maintain a competitive edge.

By implementing these recommendations, organisations can strengthen their innovation capabilities, better satisfy customer demands, and achieve superior organisational performance through effective product innovation.

5.4.2 Process Innovation and Organisational Performance

Given the positive and significant impact of process innovation on organisational performance demonstrated in this study, the following recommendations are proposed for organisations seeking to enhance their competitive advantage and operational effectiveness:

1. **Invest in Continuous Process Improvement:** Organisations should commit to ongoing investments in developing and refining their operational processes. This includes adopting new technologies, automation, and workflow redesigns to increase efficiency, reduce costs, and improve quality.
2. **Encourage a Culture of Innovation:** Firms need to foster an organisational culture that supports experimentation and continuous improvement in processes. Encouraging employee involvement and feedback can help identify inefficiencies and generate innovative ideas for process enhancements.

Integrate Process Innovation with Strategic Goals: Process innovations should be aligned with the organisation's broader strategic objectives to ensure they contribute meaningfully to

performance targets. Cross-departmental collaboration can help integrate process improvements seamlessly across functions.

1. **Develop Employee Skills and Capabilities:** Successful process innovation depends on having a workforce equipped with the necessary skills to implement and manage new processes. Providing regular training and capacity-building programs will enable employees to adapt to and sustain innovative practices.
2. **Implement Robust Monitoring and Evaluation Systems:** Organisations should establish metrics and key performance indicators (KPIs) to track the effectiveness of process innovations. Continuous monitoring allows firms to assess impact, identify bottlenecks, and make timely adjustments to maximize benefits.
3. **Leverage Technology and Digital Tools:** Embracing digital transformation tools such as data analytics, artificial intelligence, and process management software can significantly enhance process innovation efforts by enabling real-time insights and automation.

By following these recommendations, organisations can strengthen their operational capabilities, drive efficiency, and ultimately achieve improved organisational performance through effective process innovation.

5.4.3 Service Delivery Innovation and Organisational Performance

Based on the demonstrated positive and significant impact of service delivery innovations on organisational performance, the following recommendations are proposed to help organisations fully leverage this relationship for sustained growth and competitive advantage:

1. **Prioritise Investment in Service Delivery Innovations:** Organisations should allocate resources toward developing and implementing innovative service delivery methods. This includes adopting new technologies, digital platforms, and customer interaction

channels that enhance service accessibility, responsiveness, and personalisation.

2. **Foster a Customer-Centric Culture:** To maximise the benefits of service delivery innovation, firms must cultivate a culture focused on understanding and meeting evolving customer needs. Engaging customers through feedback loops and co-creation initiatives can help tailor innovations that improve service quality and satisfaction.
3. **Integrate Service Delivery Innovations with Other Business Functions:** Service delivery innovations should be aligned with marketing, operations, and technology strategies to create seamless and efficient customer experiences. Cross-functional collaboration ensures that innovations translate into tangible performance improvements.
4. **Invest in Training and Change Management:** Successful adoption of new service delivery innovations requires skilled employees and effective change management processes. Organisations should provide ongoing training and support to staff to build the necessary competencies and overcome resistance to change.
5. **Continuously Monitor and Evaluate Innovation Outcomes:** Firms should establish metrics and feedback systems to assess the impact of service delivery innovations on performance indicators such as customer satisfaction, retention, and operational efficiency. This enables continuous improvement and informed decision-making.

By embracing these recommendations, organisations can strengthen their service delivery capabilities, enhance customer value, and achieve sustained improvements in organisational performance.

5.4.3 Combined Effect of Product, Process and Service Delivery Innovation on Organisational Performance

The confirmed positive and significant relationship between the combined effect of product, process, and service delivery innovations and organisational performance underscores the importance of adopting an integrated innovation strategy. To capitalise on this synergy,

organisations are advised to consider the following recommendations:

1. **Develop a Holistic Innovation Strategy:** Firms should design and implement innovation strategies that simultaneously address product development, process improvements, and service delivery enhancements. A coordinated approach maximises the complementary benefits and drives comprehensive performance gains.
2. **Foster Cross-Functional Collaboration:** Encouraging collaboration among departments such as R&D, operations, marketing, and customer service is critical. Cross-functional teams can better align innovation efforts, facilitate knowledge sharing, and accelerate the successful implementation of innovations across all dimensions.
3. **Invest in Capabilities and Resources:** To support integrated innovation, organisations should invest in technological infrastructure, skilled personnel, and change management processes. Building dynamic capabilities enables firms to adapt and sustain innovation initiatives effectively.
4. **Leverage Customer Insights Across Innovation Types:** Organisations should incorporate customer feedback and market intelligence into product design, process optimisation, and service delivery. This customer-centric focus ensures innovations are relevant, valuable, and enhance overall satisfaction.
5. **Implement Continuous Improvement and Evaluation Mechanisms:** Establish systems to monitor and evaluate the outcomes of innovations across product, process, and service delivery domains. Regular assessment enables organisations to refine their innovation practices, respond to emerging challenges, and sustain performance improvements.
6. **Encourage Organisational Agility:** Firms should cultivate agility to swiftly adapt and integrate innovations in response to changing market conditions and

technological advancements. Agility supports the dynamic alignment of product, process, and service innovations for sustained competitive advantage.

By embracing these recommendations, organisations can harness the synergistic effects of combined innovation types, driving enhanced efficiency, customer value, and superior organisational performance.

5.5 Study Limitations and Areas for Further Research

Despite the valuable insights generated, this study has several limitations that should be acknowledged. First, the research employed a quantitative approach relying primarily on survey data, which may limit the depth of understanding regarding the contextual and qualitative nuances of how technological and product innovations influence organisational performance. As noted by (Vrontis, Thrassou, & Shams, 2021), quantitative methods can sometimes overlook the complexities of innovation processes, suggesting a need for complementary qualitative approaches in future studies.

Second, the study focused mainly on product innovations within the broader scope of technological innovations, potentially underrepresenting other important dimensions such as process, organisational, or service innovations. Given that innovation is multifaceted (Gumusluoglu & Ilsev, 2023), future research should consider a more holistic examination of various innovation types and their interrelationships to provide a comprehensive understanding of their collective impact on performance.

Third, the cross-sectional design limits the ability to infer causality or capture the dynamic nature of innovation impacts over time. Longitudinal studies are recommended to better understand how technological and product innovations influence organisational performance across different phases of innovation adoption and market evolution (Zhao, He, & Xie, 2022).

Additionally, the generalisability of the findings may be constrained by the specific industry or geographic context sampled in this study. Innovation dynamics can vary significantly across sectors and regions (Liu & Atuahene-Gima, 2020), so future research should explore diverse industries and cultural settings to validate and extend these findings.

Finally, technological advancements such as artificial intelligence, block-chain, and Industry 4.0 are rapidly transforming innovation landscapes (Kraus, Breier, & Dasí-Rodríguez, 2021). Future studies could examine the role of emerging technologies in shaping product innovation strategies and organisational outcomes, offering updated insights relevant to current and future business environments.

In summary, future research should aim to employ mixed-method approaches, incorporate broader innovation constructs, adopt longitudinal designs, and explore diverse contexts to deepen the understanding of how technological and product innovations drive organisational performance.

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APPENDICES

APPENDIX 1: Questionnaire

SECTION A2: RESPONDENTS' INFORMATION

Please tick the most applicable to you (✓)

	VARIABLE	(✓)	For official use
1.	Gender		
	Male		1
	Female		2
2.	Highest Educational Level		
	Certificate		1
	Diploma		2
	Bachelor's Degree		3
	Master's Degree		4
	PhD		5
3.	Age in Years		
	20 - 29		1
	30 - 39		2
	40 - 49		3
	50 - 59		4
	More than 60		5

SECTION B: ORGANISATIONAL PERFORMANCE

Please indicate the extent to which you agree with the following statements that relate to
ORGANISATIONAL PERFORMANCE

1 = SD	2 = D	3 = N	4 = A	5 = SA
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	CODE	In dealing with OPERATIONAL EFFICIENCY	S D	D	N	A	S A
1.	OPE1	Our internal processes are optimised to reduce redundancy and delay.	1	2	3	4	5
2.	OPE2	The bank has significantly reduced operational costs through the use of technology.	1	2	3	4	5
3.	OPE3	Transactions are processed faster than they were a year ago.	1	2	3	4	5
4.	OPE4	Employees are able to perform their tasks more efficiently due to improved systems.	1	2	3	4	5
5.	OPE5	Resource utilisation has improved through automation and digital tools.	1	2	3	4	5
	CODE	In dealing with CUSTOMER SATISFACTION	S D	D	N	A	S A
1.	CUS1	Customers report satisfaction with the speed and quality of our banking services.	1	2	3	4	5
2.	CUS2	Customer complaints have decreased as a result of innovation in service delivery.	1	2	3	4	5
3.	CUS3	Our digital platforms (e.g., mobile and online banking) meet customer expectations.	1	2	3	4	5

4.	CUS4	The level of repeat business and customer loyalty has improved.	1	2	3	4	5
5.	CUS5	Overall customer experience has improved over the last 12 months.	1	2	3	4	5
	CODE	In dealing with MARKET COMPETITIVENESS	S D	D	N	A	S A
1.	MRC1	Exim Bank has introduced unique products/services that set it apart from competitors.	1	2	3	4	5
2.	MRC2	The bank has gained market share in the <i>Kikuubo</i> commercial hub.	1	2	3	4	5
3.	MRC3	Our innovation strategy has helped us respond more quickly to market changes.	1	2	3	4	5
4.	MRC4	We are perceived as a market leader in banking technology in this area.	1	2	3	4	5
5.	MRC5	Technological upgrades have helped the bank remain competitive.	1	2	3	4	5
	CODE	In dealing with PROFITABILITY	S D	D	N	A	S A
1.	PFT1	The bank's profit margins have improved as a result of recent innovations.	1	2	3	4	5
2.	PFT2	Return on investment in technology has been positive.	1	2	3	4	5
3.	PFT3	The adoption of new technologies has led to revenue growth.	1	2	3	4	5
4.	PFT4	Operational cost savings have directly contributed to improved profitability.	1	2	3	4	5
5.	PFT5	Profitability has remained stable or increased even during economic downturns.	1	2	3	4	5

SECTION C: PRODUCT INNOVATIONS

Please indicate the extent to which you agree with the following statements that relate to
PRODUCT INNOVATIONS

	CODE	In dealing with NEW PRODUCT DEVELOPMENT (NPD)	S D	D	N	A	S A
1.	NPD1	The bank has introduced new financial products in the last 12 months.	1	2	3	4	5
2.	NPD2	The new products are distinct from previous offerings in terms of features or delivery.	1	2	3	4	5
3.	NPD3	Our NPD efforts respond to newly emerging customer needs or market demands.	1	2	3	4	5
4.	NPD4	The process of launching new products is well-structured and strategically managed.	1	2	3	4	5
	CODE	In dealing with PRODUCT ENHANCEMENT AND UPGRADES	S D	D	N	A	S A
1.	PEU1	Existing banking products have been improved to better meet customer needs.	1	2	3	4	5
2.	PEU2	Enhancements in our products have improved their functionality or performance.	1	2	3	4	5
3.	PEU3	Upgraded versions of services (e.g., loan processing, mobile banking) are offered regularly.	1	2	3	4	5
4.	PEU4	Customer feedback is considered when improving product features.	1	2	3	4	5
	CODE	In dealing with TECHNOLOGICAL INTEGRATION IN PRODUCTS	S D	D	N	A	S A

1.	TIP1	Recent product innovations incorporate advanced technologies such as biometrics, AI, or blockchain.	1	2	3	4	5
2.	TIP2	Technology has improved the accessibility and usability of our financial products.	1	2	3	4	5
3.	TIP3	The bank leverages digital tools to differentiate its products from those of competitors.	1	2	3	4	5
4.	TIP4	Technological integration has enhanced the value proposition of our products.	1	2	3	4	5
	CODE	In dealing with MARKET RESPONSIVENESS AND CUSTOMISATION	S D	D	N	A	S A
1.	MRN1	Our products are customised for different customer segments (e.g., SMEs, individuals, traders).	1	2	3	4	5
2.	MRN2	The bank quickly adapts or develops products in response to competitor or market changes.	1	2	3	4	5
3.	MRN3	We offer flexible features in our products to meet varying customer needs	1	2	3	4	5
4.	MRN4	Speed to market for new or modified products has improved significantly.	1	2	3	4	5

SECTION C: PROCESS INNOVATIONS

Please indicate the extent to which you agree with the following statements that relate to
PROCESS INNOVATIONS

	CODE	In dealing with WORKFLOW EFFICIENCY	S D	D	N	A	S A
1.	WFE1	Our work processes have been redesigned to eliminate unnecessary steps.	1	2	3	4	5
2.	WFE2	Innovations have improved coordination between departments. The time needed to complete internal processes has reduced.	1	2	3	4	5
3.	WFE3	Workflow tracking and task monitoring have become more accurate and effective.	1	2	3	4	5
	CODE	In dealing with AUTOMATION AND DIGITISATION	S D	D	N	A	S A
1.	ATD1	Most of our core banking operations are now automated.	1	2	3	4	5
2.	ATD2	Use of digital systems has reduced paperwork and manual errors.	1	2	3	4	5
3.	ATD3	Automation has allowed staff to focus on more value-added tasks.	1	2	3	4	5
4.	ATD4	Digital forms and electronic approvals have replaced manual submissions.	1	2	3	4	5
	CODE	In dealing with COST REDUCTION AND RESOURCE OPTIMISATION	S D	D	N	A	S A
1.	CRO1	Innovations in our processes have led to significant cost savings.	1	2	3	4	5
2.	CRO2	The bank has optimised its use of resources (e.g., energy, labour, time).	1	2	3	4	5
3.	CRO3	There has been a noticeable decrease in waste and redundant activities.	1	2	3	4	5
4.	CRO4	Cost efficiency has improved without compromising service quality.	1	2	3	4	5
	CODE	In dealing with COMPLIANCE AND RISK CONTROL	S D	D	N	A	S A
1.	COR1	Process innovations have strengthened internal controls and compliance mechanisms.	1	2	3	4	5
2.	COR2	Automation has reduced the likelihood of human error in regulatory processes.	1	2	3	4	5
3.	COR3	Risk monitoring and fraud detection have improved due to system upgrades.	1	2	3	4	5
4.	COR4	Reporting processes are more transparent and auditable due to innovation.	1	2	3	4	5
	CODE	In dealing with INTEGRATION OF NEW TECHNOLOGIES	S D	D	N	A	S A
1.	INT1	New technologies (e.g., workflow systems, APIs, core banking software) have improved operational processes.	1	2	3	4	5
2.	INT2	Employees have been trained to adapt to the latest technology introduced.	1	2	3	4	5
3.	INT3	Innovation in process technologies aligns with our strategic goals.	1	2	3	4	5
4.	INT4	Integration of technology has improved real-time decision-making capabilities.	1	2	3	4	5

SECTION D: SERVICE DELIVERY INNOVATIONS

Please indicate the extent to which you agree with the following statements that relate to
SERVICE DELIVERY INNOVATIONS

	CODE	In dealing with MULTI-CHANNEL SERVICE DELIVERY	S D	D	N	A	S A
1.	SDI1	The bank offers customers access to services via multiple delivery channels (e.g., mobile, online, branch, agent).	1	2	3	4	5
2.	SDI2	Customers can switch seamlessly between different service platforms (e.g., from mobile to in-branch) without disruption.	1	2	3	4	5
3.	SDI3	Our multi-channel delivery strategy has improved service accessibility and convenience.	1	2	3	4	5
	CODE	In dealing with SERVICE SPEED AND RESPONSIVENESS	S D	D	N	A	S A
1.	SDR1	Technological innovations have significantly reduced the time required to serve customers.	1	2	3	4	5
2.	SDR2	The bank responds to customer queries or issues more quickly than in the past.	1	2	3	4	5
3.	SDR3	Real-time updates and notifications have improved responsiveness.	1	2	3	4	5
	CODE	In dealing with CUSTOMISATION AND PERSONALISATION OF SERVICES	S D	D	N	A	S A
1.	CPS1	The bank customises its services based on customer preferences and transaction history.	1	2	3	4	5
2.	CPS2	Service delivery innovations are informed by customer feedback and satisfaction surveys.	1	2	3	4	5
3.	CPS3	Our digital platforms offer personalised features (e.g., recommended products, tailored alerts).	1	2	3	4	5
	CODE	In dealing with SERVICE QUALITY AND RELIABILITY	S D	D	N	A	S A
1.	SDQ1	Service innovations have improved the reliability and accuracy of our banking services.	1	2	3	4	5
2.	SDQ2	The frequency of service-related complaints has reduced due to better systems.	1	2	3	4	5
3.	SDQ3	Services are now delivered more consistently and with fewer interruptions or errors.	1	2	3	4	5
	CODE	In dealing with TECHNOLOGY INTEGRATION IN SERVICE DELIVERY	S D	D	N	A	S A
1.	TIS1	New technologies (e.g., chatbots, mobile apps, biometric systems) have enhanced our service delivery.	1	2	3	4	5
2.	TIS2	Our service systems are regularly upgraded with new technology to meet evolving customer expectations.	1	2	3	4	5
3.	TIS3	Employees are well-trained in the use of new service delivery technologies.	1	2	3	4	5

**THANK YOU FOR THE THOUGHT, TIME, AND EFFORT YOU HAVE PUT INTO
COMPLETING THIS QUESTIONNAIRE**

APPENDIX 2: Similarity Index Results



20% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

Filtered from the Report

- Bibliography
- Quoted Text

Match Groups

-  **36 Not Cited or Quoted** 14%
Matches with neither in-text citation nor quotation marks
-  **11 Missing Quotations** 6%
Matches that are still very similar to source material
-  **0 Missing Citation** 0%
Matches that have quotation marks, but no in-text citation
-  **0 Cited and Quoted** 0%
Matches with in-text citation present, but no quotation marks

Top Sources

- 12%  Internet sources
- 9%  Publications
- 18%  Submitted works (Student Papers)

Integrity Flags

0 Integrity Flags for Review

Our system's algorithms look deeply at a document for any inconsistencies that would set it apart from a normal submission. If we notice something strange, we flag it for you to review.

A Flag is not necessarily an indicator of a problem. However, we'd recommend you focus your attention there for further review.