

Impact of Cashless Policy on Organizational Performance in National Control Center Osogbo, Osun State, Nigeria

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Abstract

This study investigated the Impact of cashless policy on organizational performance: A case study of National Control Center, Osogbo. This study adopted the survey research design. A total of 100 respondents were selected for the study using simple random sampling technique. Questionnaire was used to collect primary data. Data collected were analyzed using descriptive statistics. Hypotheses were tested through Pearson Product Moment Correlation analysis. The findings revealed that There is a significant relationship between cashless policy and Organizational Performance in National control Centre Osogbo, It is agreed that the cashless system will be helpful in the fight against corruption and money laundering, It was recommended that there is the need to intensify the public enlightenment programme about the cashless system so that everybody will be well acquainted with the system since it will affect everybody. Since there is a high rate of illiteracy, and all people must be brought into the system, the government should design special enlightenment programmes for the non-literates, using probably signs and symbols to educate this segment on how to operate the cashless system (post on sale vis-à-vis mobile phones).

Keywords: Cashless Policy, National Control Center, Organization Performance, Electronic Money, Electronic Banking.

Introduction

A cashless economy is one in which a agreed society is controlled to have the least needed amount of cash in circulation, the rest of which is executed electronically through the use of direct debit, mobile payments, electronic fund transfer, internet banking, multi-functional Automated Teller Machines (ATMs), point of sale stations (POSs), amongst others Oluwabiyi(2018), Nweke (2019). Simply put, a cashless economy involves a prevalent application of various computer technologies in the financial system Okoye & Ezejiofor (2018). The system offers way for goods and services to be bought by individuals without anything tangible being exchanged, using what is known as electronic cash. The word money still exists, but it is more in an electronic procedures form than previously. The benefits of acceptance of cashless economy include reduction in corruption and the cost of services by banks (such as cost of credit), improved operational efficiency, improved financial inclusion, via providing substitutions that aid easy transactions and greater reach, and enhanced efficiency of the monetary policy in managing the level of inflation and driving the growth of the economy Atanda & Alimi (2018). Other aids include increased suitability in transaction; promotion of e-commerce; decrease in circulation of fake currency, theft of cash from individuals, money laundering, and stockpiling of cash in houses by corrupt government officials Lamikanra (2019). Nevertheless, implementing cashless policy postures some risks. Since individual information and data will now reside online, it becomes gradually difficult to control internet hackers and thieves. Other shortcomings are potential increase in cybercrimes, improved sophistication in operation of hackers and scammers, increase in theft of ATM, credit and debit cards, to mention but few Ovat (2017). This emphasizes why a secure national cyberspace is important to the success of cashless policy enactment.

The modern innovation of technology for financial dealings poses interesting questions for policy makers and financial institutions concerning the suitability of current institutional preparations and availability of instruments to guarantee financial steadiness, efficiency, efficiency of monetary policy and achievement of sustainable economic growth in Nigeria. Over the sequence of history, different forms of payment systems have been in presence. Initially, “trade by barter” was mutual. However, the problems of barter such as the dual coincidence of wants required the introduction of various forms of money. Since Nigeria’s Independence in 1960, there have been diverse governments, constitutional reforms, change in economic policies and banking increases, mainly directed at improving social

welfare and achieving developmental goals but there has been no considerable positive amendment in Nigeria's Human Development Indicators. This also calls to question the efficiency of the cash-less policy of the Central Bank of Nigeria (CBN) in some selected states in Nigeria, a particular reference to Osun State. At the end of the 1980s, the use of cash for purchasing ingesting goods in the US has constantly declined (Humphrey, 2004). Hence, most LDCs (Less Developed Countries) like Nigeria are on the shift from a pure cash economy to cash-less one for developmental determinations. Developed countries like US have enjoyed various advantages which has encouraged the Central Bank of Nigeria (CBN) to agree the cashless policy. At the end of the 1980s the use of cash for acquiring consumption goods in the US has regularly dropped with inflation (Humphrey, 2017). Nigeria's aim to be between the biggest economy by 2020 has driven her to gradually move from a pure cash economy to a cashless policy. Since Nigeria gained her independence in 1960, there have been different constitutional reforms, change in economic and banking policies mostly aimed at steadying the economy, improving social welfare and enhancing economic growth and growth. While cash and cheques are still predominant in some parts of the world, electronic payment mechanisms and especially, mobile payments are attainment consumer acceptance in many economics due to the high perception of mobile phone technology (Humphrey, 2017).

In line with the nation's vision 20:20, which is presence among the first 20 economies by year 2020 to allow the development and modernization of the payment system, to accomplish reduction in cost of banking services, develop financial inclusion and efficiency of monetary strategy, the cashless policy was introduced in Nigeria, with a test run in Lagos in 1st January, 2012 (Sunday, 2018). On 6th January 2013, the Central bank of Nigeria (CBN) postponed the spread of the cashless policy from Lagos state to other states. Some of the contributing factors included inadequate POS, ATM, and low level of responsiveness, connectivity, and bandwidth penetration. Other challenges included low ICT penetration and other logistics issues Lamikanra (2019). Organizational performance is anxious with the overall productivity in an organization in terms of stock turnover, consumers, profitability and market share. Performance of an association is one of the major indicators which inform stakeholders in any business that the business is doing well and as a result their investment is protected. Nevertheless, of whether organizations are in the private sector or in the public sector, there is an overall agreement that human resources are critical to keeping organizations active as well as retaining a high level of organizational performance.

Statement of the Problem

The aim of any economy policies (fiscal or monetary policy) is to improve the purchasing power of every individual and the society at large. Before the overview of cashless policy by the Central Bank of Nigeria (CBN) in 2012, private and government sectors have been characterized with so many issues, ranging from poor handling of physical cash, high usage of cash in doing business which affect the cost of banking operation, leakages, money laundering and other financial related offence due to high cash usage within our various economic sector (private and government). Cashless policy as a method of economic management is to bring about maintainable economic growth and development as presented by the Central bank of Nigeria (CBN) has not been fully operational in the country due to; i) great rate of illiteracy, ii) in-adequate sensitization/education of the assistances of the cashless policy, and iii) in-adequate structure (such as the provision of internet influences in commercial areas, computers and Point on Sale (POS) machines) in some part of the country.

An effective and modern payment system is predictable to reduce the cost of banking services (including cost of credit) and drive financial enclosure by providing more efficient deal options and greater reach and to recover the efficiency of monetary policy in dealing inflation and motivating economic growth. In addition, the cash policy aims to control some of the negative consequences-associated with the high treatment of physical cash in the economy, including: high cost of cash: high risk of using cash, high subsidy, informal economy and inefficiency & corruption (CBN, 2012) Oluwabiyi (2018). Atanda and Alimi (2018), the worth of electronic payment goes way afar the immediate handiness and safety of cards to a greater compass of contributing to overall economic development. Consequently, this is expected to enhance efficient financial intermediation. Undoubtedly the last three decades have witnessed major advancement in payment technologies as Nigeria electronic

payment (e-payment) landscape is on a new threshold with banks, switching and transaction companies, vendors of Automated Teller Machine (ATMs), Point of sale (POS) and third-party companies all pushing to expand the choice of market. Thus, these suggest that the cashless policy is predictable to result in improved and efficient financial intermediation thereby passing about a reduction in cost of banking. Hence, this study observes bank performance and specifically determines whether significant difference exists in bank return on asset, return on equity and pays per share after the acceptance of the cashless policy in Nigeria in 2012 (Ochei 2019).

Indication from the literature expressions that GSM has considerable influence on the economy being a developing communication industry in Africa, with Nigeria valued as one of the fastest growing market in this field of communication. To reach customer loyalty, long-term viability and profitability and consequent success, institutions are insertion increasing emphasis on the customer satisfaction Buhalis (2019). The level to which the use of mobile banking by Nigerian commercial banks customers can recover service delivery in is worth discovering. The influence of mobile banking on the banks service delivery has not been greatly discovered in Nigeria. Few studies in Nigeria focus on mobile & internet banking adoption and more on ATM banking, this is because mobile banking is just gaining wider receiving in Nigeria. Apart from the physical challenges, economic data and indicators are not fully available and reliable. There is a great encounter in attempting to analyze the true influence of the cashless policy on the economy of Nigeria as only little monetary and macro-economic indicators can be found with relation to the subject matter. Numerous scholars have tried to analyze the cashless system or e-banking. However, it becomes clear that few studies present a comprehensive evaluation of cash-less banking implications in developing countries. Most disregard the economic benefits of the equation while some do incomplete examination of its negative implications. This is often due to variable panel data for monetary and macro-economic indicators. Though, this study focuses on Nigeria private sector (National Control Center), it is difficult to translate cashless studies from one country to another. This study then examines the impact of cashless policy on organizational performance in National Control Center Osogbo, Osun State Nigeria.

Objectives of the study

The general objective of this study is to examine the impact of cashless policy on organizational performance. Specifically, the objective of the study is to;

1. Determine if there is relationship between cashless policy and organizational performance in National Control Center in Osogbo, Osun State, Nigeria.
2. Examine the impact of cashless policy on the quality of service provided by National Control Center in Osogbo, Osun State, Nigeria.
3. Determine the impact of cashless policy on money laundering and corruption by National Control Center in Osogbo, Osun State, Nigeria.
4. Analyze the challenges that have hindered the adoption of cashless policy by National Control Center in Osogbo, Osun State, Nigeria.
5. Proffer possible solution to the problem that hindering the effective implementation of cashless policy by National Control Center in Osogbo, Osun State, Nigeria.

Research Questions

Based on the problem identified above, the following research questions were raised:

1. Is there any relationship between cashless policy and organizational performance?
2. To what extent does cashless policy affect the quality of services provided by organizational performance?
3. How does cashless policy impact money launder and corruption?
4. What are the challenges that have hindered the implementation of cashless policy by National control center in Nigeria?

Research Hypotheses

H01: There is a significant relationship between cashless policy and Organizational Performance in National control Centre Osogbo, Osun State, Nigeria.

H₀₂: There is significant impact of cashless policy on money laundering & corruption in National control Centre Osogbo, Osun State, Nigeria.

H₀₃: There is significant impact of challenges of cashless policy on the implementation of cashless policy in National control Centre Osogbo, Osun State, Nigeria.

H₀₄: There is significant impact of Money Laundering and corruption on Organizational Performance in National control Centre Osogbo, Osun State, Nigeria.

Literature Reviews

Conceptual Review

Money is often called as having three functions: a unit of account function, a medium-of-exchange function, and a store-of-value function. In a cashless economy, the third is not functioning and, probably, neither is the second. Cashless economy is a global issue apart from the fact that Nigeria just launched itself into the system. Cashless economy does not mention to an absolute absence of cash transactions in the economic setting but one in which the amount of cash-based relations are kept to the barest minimum (Yaqub, Bello, Adenuga and Ogundeji, 2018). According Adewale (2019) a cashless society correctly illustrates a gradual movement of the whole payment system of an economy from the use of physical cash for all levels of personal, corporate, governmental including local and international commercial payment activities to a systemic acceptance of other non-physical cash mode payment in payments of all types of transaction both in the public and private sectors of an economy. It is an economic system in which transactions are not done mainly in exchange for actual cash (Abimbola, 2017). However, as much as there is the need to change into a society where cash will no longer be dominant in the payment system, proponents of cash money have on the other hand claim that in the developing and the underdeveloped nations physical cash money is still the most convenient means of settlement of transactions as a result of illiteracy, and Nigeria is very guilty in this regard. In a Nation with over 150 Million inhabitants, the advocates of a cashless society in Nigeria claimed that it will aid in the radical reduction in money laundering, terrorist financing and other economic and financial corruptions (Soyemi, Soyemi and Hammed, 2015). Others consider that a cashless society will inspire financial inclusion for most Nigerians since less than 30 per cent of bankable Nigerian adults own bank accounts. A larger ratio of the population rather keeps their money under their mattresses, in their pockets and perhaps in old cooking pots Sunday (2018). Scholars also pronounced that a cashless Nigeria will promote and instrument truthful financial and fiscal strategies that will reduce inflation and encourage stashes Nweze (2015). A cashless society owns the following characteristics; all the money used is delivered by private financial institutions (banks, and possibly other firms). It is imaginable that the central bank continues to operate like other banks, delivering its own deposits that might be used as money in the similar way as other bank deposits are. However, in that case the central bank has no monopoly in the issue of Money (Sunday, 2018). In a cashless society the unit of account (e.g. Dollar, euro) remnants a national affair and is providing by the state. The followings among others enhance the operative of cashless economy; e-finance, e-banking, e-money, e-brokering, e-exchanges etc.

In a present economy, the use of noncash payment approaches such as cards (credit and debit) controls the use of cash in payments. The card-built payment system has several players. On the one hand, are the sources of the card-based payment system- first of which is the card companies like MasterCard and Visa who provide their payment network for the system to purpose. The second sets of sources are the banks that act as acquirers for merchants and issuers for cardholders and influence the card payment services to the eventual users. On the other side of the system are the users- both merchants and cardholders. The reimbursements these two players originate from the structure are manifold- the suitability of electronic transactions, the affluence of credit availability, enlarged sales, increased purchasing power, to list a few (Sunday, 2018). Subsequently they are the end users of the convenience the card payment system generates; they are the ones who bear the cost of the system. Apart from these four players here is the regulator of the payment system, usually the central bank of the country. The absolute volume of these payments only remains heavily concerted in developed markets. Developing countries are just refining their payments infrastructures, allowing wider adoption and greater usage of non-cash means and channels. Ejoh et al., (2014) noted that in the new cash policy, the Central Bank of Nigeria (CBN) lately pegged daily cash withdrawals and lodgments by separate to NGN 150,000.00 and

corporate bodies NGN 1m separately with effect from the 1st of June 2012. Other key reasons for introducing the cash policy include, driving development and innovation of our payment system in line with Nigeria's vision 2020 goal of being between the top 20 economies by the year 2020. An effective and modern payment system is positively correlated with economic growth, and is a key enabler for economic growth. Also, to moderate the cost of banking services (including cost of credit) drive financial inclusion by providing more efficient deal options and greater reach. Furthermore, it aims at enlightening the efficiency of monetary policy in handling inflation and driving economic growth.

E-Banking

E-banking can be well-defined as the placement of banking services and products over electronic and communication networks straight to customers, Singh (2016). It is the automated transfer of new and traditional banking products and services directly to customers through electronic, communicating communication channels. Electronic banking is the donation of banking services to customers through Internet technology (Daniel, 2019). E-banking has been stated as an efficient route for delivering banking service (Al-Smadi and Al-Wabel, 2017). However, most competitive advantages of e-banking services decrease transaction cost through suitable e-banking services. Through the use of IT, banks now employ diverse channels such as internet technology, video banking technology, telephone banking, Automated Teller Machine (ATM), and WAP technology to bring their services. Report on e-banking system in Nigeria discloses that e-payment machinery, particularly the card technology, is currently enjoying the highest popularity in Nigeria banking market (Ayo, Oduwoye & Oni 2019). The inters witch statistics cogitate that Nigeria has 30million ATM card holders who mien over 100 million transactions on the machines every month. The present Nigeria's 25 banks operate over 9,000 ATM machines through the country's 36 states and Federal Capital Territory. Fundamentally, the union of technology and finance has detailed huge success and has compressed very positively on financial transactions in Nigeria banking system thereby making e-banking system to become the main technology-driven revolution for leading financial transactions.

Cashless Economy

The cashless policy (as a purpose to migrate to cashless economy) procured effect from April 1, 2012 in Lagos. The core of the policy is to shift the economy from a cash-based economy to a cashless one. Thus, it is geared near producing an able payment system attached on electronic – based transactions. Eager of making the policy succeed, a number of financial services have been presented which among others comprise mobile money payment system, opinion of sale terminals, Alerts and Automated Teller Machines (ATM). Basically, Mobile Payment System presented at the dawn of January 1, 2012 allows users to make payments with their GSM phones. It is a saving device and transfer system that turns GSM phone into a saving account policy, allowing owners to save money in it and also make transfers. The Point of Sale (POS) stations are installed by businesses and connected to the Nigerian Inter Bank Settlement System for resolves of making payments during business transactions. But opposing to what is suggestive of the term, cashless economy does not discuss to an absolute absence of cash transactions in the economic setting but one in which the amount of cash-based transactions are kept to the simplest minimum. It is an economic system in which transactions are not done mainly in exchange for real cash. It is not also an economic system wherever goods and services are exchanged for goods and services (the barter system). It is an economic setting in which goods and services are accepted and paid for finished electronic media. It is defined as “one in which there are expected to be no transactions resistances that can be reduced through the use of money balances, and that accordingly deliver a reason for holding such stabilities even when they make rate of return” (Daniel, 2019). In a cashless economy, how much cash in your wallet is practically irrelevant. You can pay for your purchases by any one of an overabundance of credit cards or bank transfer (Roth, 2018). Some structures of the functioning of the cashless economy are enhanced by e-finance, e-money, e-brokering and connections. These all discuss to how transactions and payments are affected in a cashless economy. In Nigeria, under the cashless economy idea, the goal is to disappoint cash transactions as abundant as possible. The CBN had set daily cumulative withdrawal and deposit limits of N150,000.00 for persons and N1,000,000.00 for corporate bodies (now reviewed to N500,000.00 and N3million respectively). Violation of these rules entice a penalty fees of N100.00 and N200.00 respectively (now reduced to 5% and 3% respectively) to be emotional per extra N1000.00 (Ezumba, 2011). It must be said that as at now there are previously

some forms of cashless transactions that are attractive place in Nigeria by indigenous firms and have been stimulated by development in technology and infrastructure (Babalola, 2018).

Service Delivery and Mobile Banking

An accepting of the role of e-service distribution is critically important since a study has recommended that as much as \$8billion in potential sales were lost on 2001 due to insufficient e-service. Lamikanra (2019). More importantly, as mainstream consumers begin to explore the world available to them on the web, they are likely to be less willing to put up with poor service. With the appearance of the mobile banking, customer effort has to be presented on the mobile electronic facilities platform. A key element of enlightening customers focus is the implementation of tools that allow development of better relations between banks and their customers (customer bank relationship). The banking industry today is witnessing heavy IT uprising to the extent that Customers now have freedom to pay bills; plans payments while held in traffic jams, obtain updates on banks transaction other. Mobile banking also received other financial services like share trading, sophisticated enquiry-based banking services for transaction alerts, minimum balance alerts, account balance enquiry, cheque book request, and bill payment alerts. Several banks in Nigeria have hurred the mobile banking services that enable customers to carry out simple transactions based on Short Message Services (SMS) technology with customer's mobile phones attending as the terminals. Such transactions include account balance investigations, funds transfers between customer's own accounts and to other account with the same bank, transaction trailing and third-party payments, such as bill payments, cheque book request and balance confirmation. The security controls used are PIN code and pass code documentation. Mobile banking services have a very thrilling potential within Nigeria, given the low infrastructural necessities and rapidly increasing mobile phone diffusion. Furthermore, increased service quality on mobile banking amenities can improve more effective mobile banking service product and can help them to achieve higher levels of customer satisfaction.

Challenges of Mobile Banking

Mobile phone operability: Here stand enormous amount of diverse mobile phone plans and it is a big trial for banks to offer mobile banking solution on certain type of device. Certain of these devices support Java ME and others provision s Application Toolkit, a WAP browser, or only SMS. Initial interoperability matters however have been limited, with countries like India using portals like R-World to enable the limitations of low-end java-based phones, while focus on areas such as South Africa have evaded to the USSD as a basis of communication attainable with any phone. The wish for interoperability is largely dependent on the banks themselves, where connected applications (Java based or native) provide better security, are easier to use and permit development of more complex skills similar to those of internet banking while SMS can provide the basics but becomes problematic to operate with more multidimensional transactions. Security of transactions: Security of financial transactions, being performed from some distant location and show of financial information over the air, are the most complex challenges that need to be talked jointly by mobile application developers, wireless network service providers and the banks' IT departments.

Advantages of Mobile Banking

- Mobile banking sensibly reduces the cost of version services to customers.
- For service providers, mobile banking suggestions the next unquestionable way to achieve growth by offering suitable services to attract new customers or retain old ones.
- Mobile banking helps attentive customers on trends trendy in their accounts in order to minimize fraud.
- It also encourages them and wishes customers well on superior occasions like birthdays that customers value a lot.

Channels of Cashless Banking

Some remaining cashless banking channels recognized all over the world are mobile banking, internet banking, and telephone banking. They are clarified below.

Mobile Banking

The term Mobile banking denotes to the provision of banking and financial facilities with the help of mobile telecommunication plans. It is a system that permits customers of a financial institution to behavior a number of financial transactions completes a mobile device such a mobile phone. It includes the use of mobile phone for settlement of financial transactions. Mobile banking is popular and thrilling to the customers given the low infrastructure necessities and rapidly increasing mobile phone diffusion in Nigeria. Siyanbola (2018), services enclosed by this product include account enquiry, funds transfer, phone vending, changing password, and bill payments. Most commercial banks in Nigeria now engage in Mobile banking; Banks like First Bank, Ecobank, Guarantee Trust Bank, United Bank for Africa and others have instigated using mobile banking to serve their customers. Mobile banking as a mode of e-banking mostly uses mobile phones as the electronic devices. Mobile phone stretches customer the chance to operate their account with bank as long as their phones and network services provider support the short messaging service (SMS) which would allow the customer check account balance. (Abubakar, 2017).

Internet Banking

Internet banking is also mentioned to as online banking. It includes conducting banking transaction on the internet (www) using electronic outfits such as the computer without staying the banking hall. Internet banking, like mobile banking, uses the electronic card substructure for executing payment commands and final payment of goods and services over the internet between the merchant and the customers (Siyanbola, 2018). The technology of e-banking has a space of possible applications. Online banking for example offers the opportunity of disbursing bills and performing transactions of any kind. The availability of online information has if banking and client with a powerful vehicle for research. (Abubakar, 2017).

Point of Sale Terminals

This mode of e-banking handles Cheque confirmation, credit authorization, cash deposit and withdrawal, and cash payment. It improves electronic fund relocation at the point of sales. Thus, customers account would be debited directly with the cost of purchase in an opening such as a petrol station or supermarket. The suggestion of this is that customers can make payment for goods and services without necessarily coming in contact with bodily cash as the purchase price would be debited on the buyer's card and credited on the seller's account. (Abubakar, 2017).

Automated Teller Machine (ATM)

The Automated Teller Machine (ATM) was presented into Nigeria market in 1989, as a matter of fact the very first Automated Teller Machine (ATM) in Nigeria was first fixed by National Cash Registers (NCR) for the defunct Society General Bank in 1987. ATM is a computer-controlled device that allots and provides other services to customers who classify them with a personal identification number (PIN). The physical posture of cash as well as frequent visit to the banks is being reduced. The ATM is the most popular e-transaction solution in Nigeria and is popular because of its convenience. With ATM, it is a lot easier to withdraw money or to check account balance. Alao (2019), ATMs are a cost-efficient mode of yielding higher productivity as they attain higher productivity per period of time than human tellers (an average of about 6,400 transactions per month for ATMs likened to 4,300 for human tellers. Also, as the ATMs continue when human tellers stop, there is repeated productivity for the banks even after banking hours. The principal advantage of ATM is that it dispenses cash at any time of the day even as it needs not to be positioned within the banking premises but in stores, shopping malls, fuel stations etc, unlike the traditional method where customers have to queue for a very long period of time to withdraw cash or transfer funds. However, despite its popularity, the ATM has done very little in reducing the amount of cash in the economy. This is because most Nigerians use ATM only for cash withdrawal. Although ATM machines can perform other functions like fund/cash transfer, mobile phone credit recharge and bills payment, cash withdrawals and balance inquiry remain the most popular applications sort after by users in Nigeria. This is largely due to ignorance and the absence of merchants. Because ATM machines are mainly used for cash withdrawals, they do not go far enough in turning Nigeria into a cashless economy. ATM only makes more cash available in the economy since of

the ease at which depositors can withdraw cash. To turn Nigeria into a cashless economy Nigerians, need more than just ATM cards, Nigerians need credit/debit cards. (Ekwueme, 2018)

Empirical Review

Various studies on cashless policy and electronic payments and banking have been carried out since the inception of the policy in 2012. Muhammad (2017) in an article titled examination of value creation of electronic banking in Nigeria inspected tendencies of banking habit in Nigeria across banking regimes of regulation and deregulation hinged on past viewpoint of banking development in Nigeria, from independence to 2012. Relevant secondary data casing 1960 to 2010 were collected from Central Bank of Nigeria annual reports and examined using the descriptive trend analysis. Muhammad (2017) finding recommends a static behavior across the monetary policy regimes and thus warned rushing the cashless program until events are in place to inspire and push fast the banking culture change for the success of the cashless Nigeria program. Nwankwo and Eze (2018) determined the extent to which automated payment affect cashless economy of Nigeria using a descriptive research design. Nwankwo and Eze (2018) designates that the electronic system of payment has a great suggestion in cashless economy of Nigerian but that it will lead to significant decrease in deposit enlistment and credit extension by Nigerian deposit money banks. They decided that cashless system of payment need to be inspected and the e-payment system developed system, so that people will be used to it before talking of cashless economy. This is for; bulk of the Nigerian economy is driven by SME and trivial traders. To recall this policy of cashless economy in Nigeria, the authors suggested that the migration of our payments system near a cashless society would require some improvements and a lot of effort and sensitization particularly for low income group, who are now deeply rooted in using cash and see it as a suitable and easy way of getting and making payments.

Research carried out by Humphrey (2017) titled “The Influence of Cashless Policy on Small Scale Businesses in Ogoni Land of Rivers State, Nigeria” The purpose of this study is to examine the impact of cashless policy on small scale businesses. The study approved out in Ogoni of Rivers state, using the purposive sampling technique, 250 owners and operators of small-scale businesses were selected and achieved questionnaire. The data collected were coded and analyzed using frequency table and percentage, while regression analysis was used to test the framed hypotheses using SPSS (Statistical Package for Social Sciences). The results specify that: small scale businesses in Ogoni land are predominately involved by sole proprietorship with meager income with a significant statistics of them having a very poor banking habit; it was also initiate out that small scale businesses statistically do not trust on heavy capital outlay; couple with the fact that provision of services is their main business action makes bank transaction, ATMs procedure and online banking of less or no significance since their operation is grossly hinged on “cash and carry basis”; the findings from the study also propose that operators of small scale business have zero tolerance to ICT practice in both the operations and transactions of their businesses; and this establish a major challenge to the adoption of cashless policy in the study area and usually, there was a negative significant effect of the introduction of cashless policy on the processes and growth of small scale businesses in Ogoni land. Based on the findings some recommendations among others made are: the need for government to harness efforts which should be directed at enlightening the activities of small scale businesses through concerted policies, regulations and actions that will encourage and empower small scale businesses monetarily thus making the sector lively and productively ready to withstand a cashless economy.

Alao (2019) titled “Cashless Policy and Customers' Satisfaction: A Study of Commercial Banks in Ogun State, Nigeria” The arrival of cashless policy into the Nigerian banking sector has carried mixed feelings to all stakeholders in the sector. The development has elated interval to a segment dominated by the operators (bankers), while the other segment dominated by the customers has protested about the trials associated with the operation of the policy. Therefore, this study seeks to investigate the customers' satisfaction of the recently introduced cashless strategy in Ogun State, Nigeria with a survey of bank customers in Abeokuta. Data was composed with a well essential questionnaire and analyzed with descriptive statistics, while hypotheses framed for the study were tested with correlation coefficient. The findings of the study disclose that cashless policy contributed significantly to customers' satisfaction in Ogun State. Also, the study revealed that cashless policy donated significantly to

customers' satisfaction through electronic channels. Finally, the study established that the cashless policy is customer friendly and progressive. Hence, it was then recommended, among others, that infrastructures should be amended upon to ensure easy operation of the policy in Ogun state

Ayo *et al.* (2019) empirically studied the impact of mobile banking on service transfer in the Nigerian Commercial Banks concluded the use of questionnaire. He found out that the overview of e-banking services has enriched banking efficiency in rendering services to customer. His findings show that mobile banking develop banks service delivery in a form of transactional suitability, savings of time, quick transaction alert and save of service cost which has recover customer's relationship and satisfaction. To this end, he acclaimed that banks management should create awareness to notify the public about the benefits resulting on the e-banking service products, collaboration among banks should perfectly maintained, skilled manpower and computer wizard should be employed by every banks, in other to avoid fraudulent personal and hackers from functioning the banks data and stealing money from the banks accounts. Finally, provision and upkeep of public network system such as telephone (Nitel) and the availability of these basic infrastructures is fundamental to the efficient functioning of the mobile banking services. Singh (2015) titled "Benefits and Challenges of Nigeria's cash-less policy" Financial sector improvement is a vital ingredient in the economic growth and development procedure. This is obviously underscored in the literatures involving financial sector growth with economic growth. In acknowledgment of this fact, managers of the Nigerian economy have directed the banking sector as a station for applying economic rule improvements and policy shift. The latest of such economic improvements in the financial sector is the formal overview of cash-less financial policy in January, 2012. What are the aids and challenges of this policy vis-à-vis the cash-based policy? Specifically, will other Point of Sales card acceptance services stakeholders invite a significant part of banks' income in cash-less economy? After factoring in other POS stakeholders share of income, the study found banks' income higher in cash-less setting than in cash-based preparation. Thus, the cash-less policy offers immense benefits to the banking sector. It is recommended that appropriate infrastructures and lawful support be provided to enable the religious implementation of the policy

Jatau and Dung (2016) in their paper titled the Central Bank of Nigeria's cashless policy: a main panacea for removing corruption and attractive sustainable development in Nigeria aimed at unveiling how electronic payment which is the constituent of the cashless policy can be instrumental in removing corruption in Plateau State and Nigeria at large, hence, attractive supportable development. They noted that the cashless policy includes approving of electronic processes to documenting all payments (e-payment) thereby providing an effective data base for optimal revenue generation. The process is capable of reducing financial corruption because funds are no longer channeled through cash which is easily diverted but once paid into the revenue account directly by the payers' withdrawal is only made by authorized signatories who provide audit trail that will enhance monitoring and auditing. This encourages transparency and accountability; thus, making fund available for developmental projects they concluded. Yaqub, Bello, Adenuga and Ogundeji (2018) in their paper titled the cashless policy in Nigeria: prospects and challenges pointed out the prospects and challenges of such policy, in a developing economy like Nigeria. In concluding their exploratory study, Yaqub *et al.*, (2018) posits that the move towards a cashless Nigeria brings with its numerous benefits but there is still the need to create more awareness to entice the numerous unbanked Nigerians into the banking system. Okoye and Ezejiofor (2018) examined the significant benefits and essential elements of cashless policy, and the extent to which it can enhance the growth of financial stability in the country. The descriptive research plan was adopted for the study with a sample size of 68 questionnaires attained at using the convenience sampling technique. The data collected was subjected to face validity test, and was tested with ANOVA and chi - square (X^2) technique and the results designate that: majority of Nigerians are previously aware of the policy and majority agree that the policy will help fight in contradiction of corruption/money laundering and reduce the risk of carrying cash. Major problems envisaged to hamper the implementation of the policy are cyber fraud and illiteracy. Based on the findings Okoye and Ezejiofor (2018)] recommended that government should adopt a different strategy to educate the non-literate Nigerians about the cashless economy; and a framework must be worked out to deliver cyber security in Nigeria. Ajayi and Ojo (2016) observed the effect of cashless monetary policy on Nigerian banking industry using a sample 370 Guaranty Trust Bank (GTBank) staff in Ekiti State, Nigeria

selected based on Taro Yemane's formula for sample size. The data composed was analyzed using frequency table and percentages while the non-parametric statistical test, Chi-square was used to test the expressed hypothesis. The results of the study showed that there are significant reasons and benefits inherent in the application of cashless policy as it facilitates ease of operations and reduces queue and congestion in the banking hall, among others. However, inadequate technological infrastructures, high rate of cyber-crime and high rate of illiteracy, among others are hindering the full implementation and benefits of the policy during the period of the study. It was therefore recommended that government should put in place a law preventing cyber-crime and intensify public enlightenment campaign about the cashless system. Bank officials should also be properly trained about the operations of the policy in order to be efficient with the services rendered to customers. Baddeley (2019) examined the benefit and advantages of the cashless policy and identified (increased convenience, reduce cash handling cost, reduce risk of using cash) as benefits and advantages, while noting challenges hindering the successful achievement of the policy's objectives to include amongst others (inadequate infrastructure, high rate of illiteracy, lack of unique national identity).

Amedu (2018) examined the impact of cashless policy on the profitability of Nigerian banks beside the backdrop that these banks in a cash-based economy are known for their enormous profits even in the face of associated high cost of operations. To achieve the objective of the study secondary data were collected and analyzed using content analysis likening profits under cash-based policy with a cashless command. The results exposed that cashless economic policy positively influence on banks' profit finished reduction in cost of processes and banking the unbanked populace (Amedu, 2018) concluded. Ejoh, Adebisi and Okpa (2017) examined the cash-less economic system so as to assess the relationship amid Information and Communication Technology (ICT) and the application of cash-less policy. In order to achieve the primary objective of the study, the study used structured questionnaire as a earnings of data collection from 120 respondents randomly selected. The data was analyzed using simple percentage procedure, and the collated data tested using chi-square technique. Their study revealed that there exists a significant relationship between ICT and cash-less policy application in the Nigerian financial environment. Based on the findings it was recommended that the federal government of Nigeria should collaborate with all the states ICT centers and other private institutions to provide mass ICT education for the computer illiterates and banks should invest more in e-banking technology in mandate to enhance public awareness which would in turn encourage cash-less economy in Nigeria.

Methodology

Research design is the structure, which stipulates the information to be collected, the basis of data and the data collection process (Asika, 2001). In other words, a research design includes the methodology and measures employed to conduct scientific research. Descriptive survey research design was applied for the study. The descriptive research design was initiate suitable for the study because it describes the present situation of variables; and affords the researchers to collect data from the respondents without manipulation of any variables of interest in the study. It also guaranteed equal chance of participation in the study on the measure of the respondents. The population for the study is complete up of two hundred (200) employees of the National Control Centre of Transmission Company, Osogbo, Nigeria. The population embraces both male and female employees that had spent at least two years with the selected organization. A stratified sampling technique remained used to select a total of two hundred respondents. The stratified sampling technique was adopted for sample selection to reflect the junior, senior, administrative and managerial staffers. Simple random sampling was also adopted for the study. In simple random sampling, every member of the population has equivalent chance of being selected for a study. We used this technique because the population has similar characteristics (homogeneous population), the sampling frame is available and the population size is determinate or finite (Akinola, 2018). Participants for the study were made up of 200 respondents in different positions of National control Centre, Transmission Company in Osogbo, Nigeria. A set of self-structured standardized questionnaires titled: "Cashless Policy and Organizational Performance Scale" which captured all variables under study was developed and administered for data gathering. The Cashless Policy questionnaire has the Cronbach alpha value of 0.86 and Organizational Performance Scale has Cronbach alpha value of 0.82. The four point modified Likert response rating scale was adopted for the study, reaching from Strongly Agree (4 points), Agree (3), Disagree (2) and Strongly Disagree (1). The

questionnaire was run at the premises of the National Control Centre of Transmission Company of Nigeria, Osogbo, Nigeria. The researcher guarantees the respondents' anonymity and confidentiality of information to be supplied and the information will be collected for research purpose. The statistical package for social sciences (SPSS) will be used to analyse data collected. It will assist in describing the data grouped more succinctly and making inferences about the characteristics of the populations on the basis of the data composed from the sample. The study made use of Pearson Product Moment Correlation to hypothesize the relationship between the dependent variables and the independent variable. Decision rule for the three hypotheses are, if the calculated value of p is better than the critical value, reject the null hypothesis and accept the alternative hypothesis. If else, then accept the null hypothesis and reject the alternative hypothesis. The level of significance (t) is 0.95(0.05).

Testing of Hypotheses

Hypotheses One: *There is a significant relationship between cashless policy and Organizational Performance in National control Centre Osogbo*

Table 1: Relationship between cashless policy and Organizational Performance

Variables	N	M	SD	Df	r	P
cashless policy	100	1.8700	.98119	98	-.215*	<.01
Organizational Performance	100	2.7500	1.20918			

Source: Author's Fieldwork, 2019

The results in Table 1 show clearly that there was negative marginal correlation between relationship between cashless policy and Organizational Performance ($r(98) = -.215^*$, $p < .01$). Therefore, the hypothesis one was supported by the result of the study and it was accepted. It suggests that there is a significant relationship between cashless policy and Organizational Performance in National control Centre Osogbo.

Hypotheses Two: *There is significant impact of cashless policy on money laundering & corruption in National control Centre Osogbo*

Table 2: Relationship between cashless policy on money laundering & corruption

Variables	N	M	SD	Df	R	P
Cashless policy Implementation	100	1.8700	.98119	98	.509**	<.01
Money Laundering and corruption	100	1.4400	.74291			

Source: Author's Fieldwork, 2019

The results in Table 2 show clearly that there was positive correlation between cashless policy on money laundering & corruption ($r(98) = .509^{**}$, $p < .01$). Therefore, the hypothesis two was supported through the result of the study and it was accepted. It implies that there is significant impact of cashless policy on money laundering & corruption in National control Centre Osogbo

Hypotheses Three: *There is significant impact of challenges of cashless policy on the implementation of cashless policy in National control Centre Osogbo*

Table 3: Relationship between impact of cashless policy on the implementation of cashless policy.

Variables	N	M	SD	Df	r	P
Cashless policy Implementation	100	1.8700	.98119	98	.604**	<.01
Challenges of Cashless policy	100	1.3600	.65935			

Source: Author's Fieldwork, 2019

The results in Table 3 show clearly that there was positive correlation between impact of challenges of cashless policy on the implementation of cashless ($r(98) = .604^{**}$, $p < .01$). Therefore, the hypothesis

three was supported by the result of the study then it was accepted. It implies that there is significant impact of challenges of cashless policy on the implementation of cashless policy in National control Centre Osogbo.

Hypotheses Four: *There is significant impact of Money Laundering and corruption on Organizational Performance in National control Centre Osogbo*

Table 4: Relationship between impact Money Laundering and corruption on Organizational Performance

Variables	N	M	SD	Df	r	P
Money Laundering and corruption	100	1.8700	.98119	98	.411**	<.01
Organizational Performance	100	1.3600	.65935			

Source: Author's Fieldwork, 2019

The results in Table 4 show clearly that there was positive impact of Money Laundering and corruption on Organizational Performance ($r(98) = .411^{**}$, $p < .01$). Therefore, the hypothesis four was supported by the result of the study then it was accepted. It implies that there is significant impact of Money Laundering and corruption on Organizational Performance in National control Centre Osogbo.

Discussion of Findings

The result of hypothesis one showed clearly that there was positive marginal correlation between relationship between cashless policy and Organizational Performance ($r(98) = -.215^{*}$, $p < .01$). Therefore, the hypothesis one was supported by the result of the study and it was accepted. It suggests that there is a significant relationship between cashless policy and Organizational Performance in National control Centre Osogbo. This means that the more the company goes cashless, the more it performs.

For hypothesis two there was positive correlation between cashless policy on money laundering & corruption ($r(98) = .509^{**}$, $p < .01$). Therefore, the hypothesis two was supported by the result of the study and it was established. It implies that there is significant impact of cashless policy on money laundering & corruption in National control Centre Osogbo.

From the above specified analysis, it seems that much has already been done on the issue of awareness of cashless economy. It also seems that many people actually agree with the government on the usefulness of the cashless economy. It is agreed that the cashless system will be useful in the fight against corruption and money laundering. One most significant contribution of the cashless economy is that it is expected to reduce the risk related with carrying cash. Dynamism in financial system is demonstrated by the nature and quality of payment products exhibited in the system. These products range from common paper money, cheque and cash to electronic payments. Products such ATM, Smartcard, telephone banking, internet banking etc will, no doubt, decrease or totally eradicate cost of cash management.

Hypothesis three showed clearly that there was positive correlation between impact of challenges of cashless policy on the implementation of cashless ($r(98) = .604^{**}$, $p < .01$). Therefore, the hypothesis three was supported by the result of the study and it was accepted. It implies that there is significant impact of challenges of cashless policy on the application of cashless policy in National control Centre Osogbo.

Hypothesis four showed clearly that there was positive impact of Money Laundering and corruption on Organizational Performance ($r(98) = .411^{**}$, $p < .01$). Therefore, the hypothesis four was supported by the result of the study and it was accepted. It implies that there is significant impact of Money Laundering and corruption on Organizational Performance in National control Centre Osogbo.

Conclusions

After the critical examination of the center's responses that are directly affected by the implementation of this policy and the various reviews of relevant literatures, the following recommendations are thereby made in order to attain success of the policy in general. The relevant stakeholders should intensify their efforts in achieving a successful implementation of the cashless policy. The officials must be properly educated about the operations of the policy in order to be effective with the services rendered to the customers using this service and also in order to give answers to the questioning minds of the customers about the policy. A main problem in the working of the cashless economy is internet connected fraud. Nigeria is a major hub of electronic fraud and this can only be anticipated to increase as we march into the cashless economy.

Recommendations

It is recommended that a country as large as Nigeria should have a signed law preventing cybercrime. Nigeria must make concentrated efforts to design an internet security framework to check online fraud so that the public can be certain and threatened against cyber-attack and fraud. There is the essential to strengthen the public enlightenment programme about the cashless system so that everybody will be well accustomed with the system since it will affect everybody. Since there is a high rate of illiteracy, and all people must be brought into the system, the government should design unusual enlightenment programmes for the non-literates, using probably signs and symbols to inform this segment on how to operate the cashless system (post on sale vis-à-vis mobile phones).

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