

**SCHOOL OF GRADUATE STUDIES AND RESEARCH GHANA INSTITUTE OF
JOURNALISM (GIJ)**

**EXPLORING THE COMMUNICATION APPROACHES USED BY THE
NATIONAL INVESTMENT BANK IN PROMOTING ELECTRONIC BANKING IN
GHANA: A CASE OF ACCRA BRANCHES OF NATIONAL INVESTMENT BANK
(GHANA) LIMITED**

BY

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES
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CANDIDATE'S DECLARATION

I hereby declare that this dissertation was undertaken by me and under the supervision of Dr. Collins Adu-Bempah Brobbey. Where other people's references are made, full acknowledgement had been given.

I wish to state that all omissions and shortfalls in this work are entirely mine. Therefore, I declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this institution or elsewhere.



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SUPERVISOR'S DECLARATION

I hereby declare that the preparation of this dissertation was supervised by me in accordance with the guidelines of supervision of dissertation laid down by School of Graduate Studies and Research, Ghana Institute of Journalism.



September 28, 2020

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DEDICATION

I dedicate this dissertation to my beloved husband, Rev. Samuel Nii Dodoo Otoo and to my lovely children, Jochebed Naa Dodoowa Otoo and Phinehas Nii Dodoo Otoo, for their immense support, and to my entire family, for their moral and financial support.

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ABSTRACT

Evidence shows that, globally, the banking industry is one of the areas of business that have been influenced mostly by technology. Scholars argue that banking operations have evolved from the mere exchange of cash, cheques and other negotiable instruments to the application of Information and Communications Technology (ICT) to banking transactions. Through technology, banks are now able to offer convenient services to their customers. Accordingly, the electronic banking, its adoption, the different E-banking service delivery channels, Ebanking benefits, its challenges and other critical success factors have come to occupy centre stage of the discourse on adoption of e-banking due to the benefits associated with it and the fact that developing countries are lagging behind in IT management systems. Using both qualitative and quantitative methods, this study therefore explored the success story of the adoption of e-banking by the National Investment Bank (NIB), Ghana Ltd, a state-owned commercial bank which started its operations in Ghana in 1963. NIB Ghana Ltd is one of the commercial banks licensed by the Bank of Ghana, the national banking regulator. The National Investment Bank (NIB) is Ghana's first development bank, established primarily to promote rapid industrialization in all sectors of Ghana's economy. To operate and compete effectively as a universal bank, NIB has undergone management, institutional and financial restructuring to strengthen its status as a world class bank focusing on development and commercial banking activities. The study found that the National Investment Bank remains a major financial force behind major developing projects in manufacturing, mining, energy, and trade and export businesses in Ghana. It study thus recommends that NIB should continue to use its crucial success factors to expand its e-banking system nationwide.

Keyword: Communication Approach; NIB Ghana Ltd; E-banking; Crucial Success Factors; Benefits and Challenges.

CHAPTER 1

GENERAL OVERVIEW AND BACKGROUND TO THE STUDY

1.0 Introduction

The Banking Industry is one of the areas of business that has been influenced the most by technology. Banking operations have evolved from the mere exchange of cash, cheques and other negotiable instruments to the application of Information and Communications Technology (ICT) to banking transactions. Through technology, banks are now able to offer convenience services to their customers. According to Molla (2005), Information and Communications Technologies (ICTs) have changed the way of conducting business transactions and meeting the growing demands of customers for most organizations. The promise of ICTs in the banking sector has been seen in terms of its potential to increase customer base, reduce transaction costs, improve the quality and timeliness of response, enhance opportunities for advertising and branding, facilitate self-service and service customization, and improve customer communication and relationship.

Business via the internet or electronic commerce is providing a competitive advantage for banks by lowering operational cost and providing best satisfaction of customer needs. A strong banking industry is important in every country and can have a significant effect in supporting economic development through efficient financial services. In Ghana the role of the banking industry needs to change to keep up with the globalization movement. This change will include moving from traditional distribution channel banking to electronic distribution channel banking. Given the almost complete adoption of e-banking in developed countries, the reason for the lack of such adoption in developing countries like Ghana is an important research that needs to be addressed

It is very important to note that in the world of electronic commerce, banks provide electronic banking services in order to have the long-term survival (Burnham, 1996). Consequently, most banks in developed and some in developing parts of the world are now offering electronic banking services with various levels of sophistication. It is expected that banks that do not offer electronic banking services may lose their customers to their competitors (Orr, 1999).

Electronic banking is the automated delivery of new and traditional banking products and services directly to customers through electronic medium. This system allows customers to access their accounts, transact business, make enquiries and have prompt responses from banks (Parisa, 2006). Automated Teller Machines (ATMs), telephone banking, internet banking, mobile banking, debit cards, credit cards, online bill payment and many others are examples of how technology is changing traditional banking.

In a further development, Simpson (2002) contends that electronic banking has survived in a number of countries given its ability to increase banks market share and facilitation of business transaction. More linkage is therefore drawn on the importance of electronic banking to improve the business environment of any economy. Awareness, information, customer protection, response time, reliability, security, technology readiness all are considered to be important elements for electronic banking.

With the help of the internet, banks are providing benefits to their customers. From the customer's point of view, electronic banking is providing convenient and valuable source to deal with funding because it provides convenience to access account 24/7 (Applegate *et al.*, 1996). Customers can use these services anywhere that is homes, offices and so on and anytime

without visiting the banks. The banks can use the electronic commerce technology for meeting the competitive advantage and gaining the best level of profitability while providing best services to its customers.

The banking system in developing countries is significantly different from that in developed countries such as the United State of America, Britain and South Africa. As with most developing countries, Ghana has been undergoing a process of financial sector restructuring and transformation as an integral part of a comprehensive strategy for some time (Acquah 2006).

Bawumia (2007) argues that Banks in Ghana will need to reinvest themselves in this new conducive but challenging environment. This is important because electronic transactions will continue to grow and only countries that make a move towards embracing electronic business will participate in this revenue generation (Akoh, 2001).

Harold and Jeff (1995) contend that financial service providers should modify their traditional operating practices to remain viable in the 1990s and the decades that follow. Woherem (2000) also claimed that only banks that overhaul the whole of their payment and delivery systems and apply ICT to their operations are likely to survive and prosper in the new millennium. He advises banks to re-examine their service and delivery systems in order to properly position them within the framework of the dictates of the dynamism of Information and Communication Technology.

Under these conditions, the transition to E-banking has become a necessity for banks as it offers major opportunities in terms of competitive advantage and allows 3 banks on one hand to

improve efficiency and operational effectiveness and on the other hand to develop a stronger and more durable business relationship with its customers. However, the adoption of innovation within an organization in general and the adoption of E-banking specifically is not always an easy thing to bring about as it can be complex and expensive to implement.

1.1 Statement of Problem

The Banking industry in Ghana plays a significant role in the country's economy. Through borrowing, lending and related activities, banks facilitate the process of production, distribution, exchange and consumption of wealth. Banks also administer payment systems which are core to an economy. Competition and limitation of resources has placed banks under pressure to lower their transactional cost and improve their services and maintain quality of service (Bawumia, 2007)

Yasuharu (2003) posits that implementation of information technology and communication networking has brought about a revolution in the functioning of the banks and the financial institutions. The transition to electronic banking has therefore become a necessity for banks as it offers major opportunities in terms of competitive advantage and it also allows banks to develop a stronger and more durable business relationship with its customers.

In developed countries, banks engage in vigorous e-banking and this had helped these banks to stay competitive through productivity gains, transaction cost reduction and customer service improvement. Despite its benefits, however, developing countries still lag behind developed countries in the adoption of e-banking. In spite of the critical information provided by Yasuharu (2003) and Bawumia (2007) about the benefit of e-banking in their scholarly articles, little

attention scanty information exists to explain the rationale behind why banking sectors in developing economies lag behind in e-banking. This study argues that there is very little information to explain the deficiencies of e-banking in the development country such as Ghana simply because, inadequate empirical research has been conducted to provide a more scientific explanation of the critical gaps in e-banking in developing countries including Ghana.

It is against this background that the researcher investigates the status of adoption of e-banking in National Investment Bank (NIB) as a means of identifying the benefits, communication approaches, challenges and critical success factors for the adoption of e-banking in the Ghanaian banking industry

1.2 Research Objectives

The general objective of this study is to explore and examine the status of e-banking adoption in NIB. The specific objectives to be achieved are:

1. To identify and examine the status of e-banking services adopted by NIB Ghana Ltd.
2. To ascertain and discuss the benefits NIB Ghana Ltd and its customers derive from ebanking.
3. To analyze the critical success factors for the introduction of e-banking by
NIB Ghana Ltd.

1.3 Research Questions

The following are the research questions to be addressed by this study.

1. Does NIB Ghana Ltd engage in e-banking services? If it does, what services do the NIB Ghana Ltd provide through e-banking?
2. How beneficial is the e-banking services to both the NIB Ghana Ltd and its customers?
3. What critical success factors underpinning the NIB Ghana Ltd.'s adoption of e-banking?

1.4. Significance of the Study

The internet and internet based technologies have revolutionized the way banks operate and interact with their environment. Evidence shows that the rate at which the e-banking is taking over the traditional banking services cannot be grossed over, and it is not rendering the banking business very useful but also serve as a threat to human resource development and employment as well since most personnel are increasingly becoming redundant.. In view of this there is the need for useful national policy framework to guide policy makers in the banking sector in the development of and adoption of e-banking system in Ghana to facilitate economic and social growth. This study intends to provide opportunity for all stakeholders in the banking industry to identify and formulate strategies that will promote e-banking. This study also seeks to address the lack of studies on e-banking adoption in developing countries such as Ghana and also help researchers in studies related to e-banking.

1.5 Scope and Limitation of Study

As stated above, this research focuses on describing the status of electronic banking adoption in Ghana as a means of identifying the benefits, challenges and critical success factors for the introduction of e-banking in Ghana by NIB. The study is also centered on the various types of e-banking products that have been released onto the Ghanaian market. Due mainly to time

constraint and the attention needed from the officials and respondents of the bank this study is limited to only one bank which is National Investment Bank Ghana Limited. Questionnaires were administered to officials and customers of the bank.

1.6 Structure of the Study

The entire research was organized into five parts and the outline of each chapter is given as follows:

Chapter One: This chapter discussed the Introduction, Background to the Study, Objectives of the Study, Statement of the problem, Objective of the Study, Significance of the Study and Research Problem.

Chapter Two: This was on Literature reviewed from relevant scholarly books, journals, websites and other referenced sources. It also included the theoretical framework used for the study.

Chapter Three: This chapter covered the company profile and research methodologies used for the study.

Chapter Four: This chapter covered the presentation and analysis of data by way of figures, graphical presentation and statistics.

Chapter Five: This chapter comprised of the summary of the research, conclusions and recommendations on how e-banking may be integrated into Ghanaian banking activities with NIB Ghana Ltd. as the case study.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter deals with introduction and the analysis of the electronic banking, its adoption, the different e-banking service delivery channels, e-banking benefits, its challenges and Critical Success Factors. Thus, the literatures on the electronic banking is legion as the use of the technology has lasted for decades with varied history of its revolutionary in nature, adoption, usage and benefits and threat accompanied it. The review would highlight how electronic banking was introduced in Ghana, it would provide the theoretical underpinnings of e-banking services, while conceptual and operational concepts would also be discussed to set the study in an appropriate context. In what follows, this section provides the theoretical analysis of the e-banking services adopted by NIB Ghana Ltd

2.1.0 Theoretical Framework

This study's theory is intended to elucidate the comprehensibility of adoption of electronic banking, the different e-banking service delivery channels, e-banking benefits, its challenges and Critical Success Factors is subsumed under the rubric of Advanced Technological Theory (ATT) and an example is an Electronic Banking System or Model (Yasuharu (2003) and Bawumia (2007).

2.1.1 Advanced Technological Theory

In spite of the critical information provided by Yasuharu (2003) and Bawumia (2007) about the benefit of e-banking in their scholarly articles, little attention or scanty information exist to explain the rationale behind why banking sectors in developing economies lag behind in ebanking. The advanced Technology Model or theory states that the e-banking system is owned

and developed in an environment where the system operates with ease and it is environmentally friendly in terms of production, installation, usage, adoption, maintenance and/or transportation. In terms of cost, due to the fact that there are economies of scale coupled with several opportunity cost of advantage, operational cost is ideal compared to the developing economies where there is absolutely no or inadequate economies of scale and opportunity cost of advantage.

Accordingly, the electronic banking, its adoption, the different e-banking service delivery channels, e-banking benefits, its challenges and other critical success factors have come to occupy centre stage of the discourse on adoption of e-banking due to the benefits associated with it and the fact that developing countries are lagging behind in IT management systems.

This study therefore presents the following hypothetical statement.

2.1.2 Basic Assumption

The guiding basic assumption of this study is that in spite of the fact that developing economies are lagging behind e-banking, the adoption of e-banking services by NIB Ghana Ltd has proven a success story due to what this study refers to as the Critical Success Factor. In the literature review section, this Critical Success factors would be discussed in detailed.

2.2 Review of Related and Relevant Empirical Literatures

This section appraises previous research by accredited scholars and researchers. A literature review is a body of text that aims to review the critical points of current knowledge on a particular topic. Its ultimate goal is to bring the reader up to date with current literature on the topic and forms the basis for another goal, such as the justification for future research in the area. The review of the literature is structured in the following thematic:

2.2.1. E-Banking Model

Vilattes (1997) defines e-banking as a distance banking that not only handles the flow of information between customers' "living spaces" (e.g. homes, offices, etc) and the physical facilities of the bank, but also deals with solicitation, sales, distribution and access to services, all without requiring the customer and the financial institution representative to be in the same physical place at the same time.

According to Mols (1998), electronic banking is the automated delivery of new and traditional banking products and services directly to customers through electronic medium. This system allows customers to access their accounts, transact business, make enquiries and have prompt responses from banks.

Daniel (1999), on the other hand, describes electronic banking as the provision of banking services to customers through Internet technology. Other authors (Mols, 1998; Karjaluoto et al., 2002) indicated that banks have the choice to offer their banking services through various electronic distribution channels technologies such as Internet technology, video banking technology, telephone banking technology, and Wireless Application Protocol technology (WAP). Karjaluoto et al. (2002) also indicate that Internet technology is the main electronic distribution channel in the banking industry. In more detail the author described E-banking as an online banking that involves the provision of banking services such as accessing accounts, transferring funds between accounts, and offering an online financial service.

Most electronic business specialists agree that E-banking ensures 24-hours-a-day, seven-days-a-week accessibility, through any type of advanced information system (Automated Teller

Machines, Personal Computers, Internet, mobile phones etc.) and for all types of financial transactions (Daniel, 1999; Mols, 1998; Sathye, 1997).

2.2.2 Adoption of Electronic Banking

Wang et al. (2003) claim that in the 1990s, E-banking was under-utilized as business organizations used it only to market their products and services. Thornton and White (2001), who examined customer orientations and usage of financial distribution channels in the Australian financial industry, found that more recently most financial institutions, faced with competitive pressure after the introduction of deregulation in 1983, had rethought their strategies to take full advantage of Internet technology. Tan and Teo (2000) note that the challenge to expand and maintain banking market share has influenced many banks to invest more in making better use of the Internet. The emergence of e-banking had made many banks to rethink their Information Technology (IT) strategies in competitive markets.

They suggest that the banks that fail to respond to the emergence of E-banking in the market are likely to lose customers and that the cost of offering E-banking services is less than the cost of keeping branch banking. This notion was also confirmed in a study conducted by Jasimuddin (2004) who examined the role of E-banking in Saudi Arabia. Jasimuddin indicated that the majority of Saudi banks had taken advantage of Internet technology to establish web sites but few offered E-banking services. He suggested that if the Saudi Arabian banking industry wished to be successful in the global economy it would need to integrate Internet technology into its banking strategy. Despite the fact that Internet technology acceptance is growing worldwide, the Ghanaian banking industry is yet to adopt fully Internet technology.

Information Technology (IT) is defined as the modern handling of information by electronic means, which involves its access, storage, processing, transportation or transfer and delivery

(Ige, 1995). According to Alu (2002), IT affects financial institutions by easing enquiry, saving time, and improving service delivery. In recent decades, investments in IT by commercial banks have served to streamline operations, improve competitiveness, and increase the variety and quality of services provided.

Over time, technology has increased in importance in Ghanaian banks. Traditionally, banks have always sought media through which they would serve their clients more cost-effectively as well as increase the utility to their clientele. Their main concern has been to serve clients more conveniently, and in the process increase profits and competitiveness. Internet, electronic and communications technologies have been used extensively in banking for many years to advance the agenda of banks. In recent years, the adoption of E-banking began to occur quite extensively as a channel of distribution for financial services due to rapid advances in IT and intensive competitive banking markets.

Automated Teller Machines (ATMs) were the first well-known machines to provide electronic access to customers. With the advent of the ATM, banks are able to serve customers outside the banking hall. The ATM is designed to perform the most important function of the bank. It is operated by a plastic card with its special features. The plastic card is replacing the cheque, personal attendance of the customer, banking hour's restrictions and paper based verification. ATMs have made hard cash just seconds away all throughout the day at every corner of the globe. ATMs allow the Bank's customers to do a number of banking functions – such as withdrawing cash from one's account, making balance inquiries and transferring money from one account to another, purchase prepaid mobile phone a credits using a plastic, chip or magnetic-stripe card and a Personal Identification Number (PIN) issued by the financial

institution.

The adoption of electronic banking is often credited with helping fuel strong growth in the many economies (Coombs et al, 1987). It seems apparent then that, electronic banking affects not just banking and financial services, but also the direction of an economy and its capacity for continued growth.

Essinger (1999) argues that the idea of Internet banking according to is to give customers access to their bank accounts via a website and to enable them to enact certain transactions on their account, given compliance with stringent security checks. To the Federal Reserve Board of Chicago's Office of the Comptroller of the Currency (OCC) Internet Banking Handbook (2001), Internet Banking is described as "the provision of traditional (banking) services over the internet.

Internet banking by its nature offers more convenience and flexibility to customers coupled with a virtually absolute control over their banking. Service delivery is informational (informing customers on bank's products, etc.) and transactional (conducting retail banking services) (Essinger, 1999)

As an alternative delivery conduit for retail banking, it has all the impact on productivity imputed to Tele-banking and PC-Banking. Aside that it is the most cost-efficient technological means of yielding higher productivity. Furthermore, it eliminates the barriers of distance / time and provides continual productivity for the bank to unimaginable distant customers.

2.2.3 Banking Developments in Ghana

Banking in Ghana has undergone many changes in service delivery with the aim of improving the quality of service being provided to the customers. Banks were serving their customers through the manual system, which resulted in long queues to transact the business. The other problem faced by many companies in Ghana is that, many people including companies do not accept cheques as a payment method. This is because of the time and the inconveniences involved in accepting and depositing cheques company accounts. For decades, the banking sector was dominated by Barclays and Standard Chartered banks. ABSA Bank (formerly known as the Barclays bank, or Colonial Bank) in February of 2016 celebrated one hundred years of its operations in Ghana and Standard Chartered bank (formerly known as the Bank of British West Africa) has been operating in Ghana since 1896.

Commercial banks began to operate in Ghana in 1874. The first commercial bank to operate in Ghana was the Bank of British West Africa (BBWA) now the Standard Chartered Bank (Ghana) Limited. It was established in 1874 with only one branch in Accra. In 1917, Barclays Bank, D.C.O (now ABSA Bank) started operations mainly to finance the booming foreign trade, mainly between Ghana and Britain. These two banks were overseas branches of large international banks incorporated in Britain. They handled all the commercial banking business in the country until 1953 when the state-owned Bank of the Gold Coast (the parent bank of both the Bank of Ghana and the Ghana Commercial Bank was inaugurated.

After Ghana attained its independence in 1957, the enactment of a legislative instrument of Parliament separated the Bank of the Gold Coast into the Bank of Ghana (the Central Bank) and the Ghana Commercial Bank (GCB). The two expatriate banks mentioned above and the

GCB therefore, constituted the primary commercial banks in the country and have since dominated the commercial banking system, handling over 70% of all banking business in Ghana (Andoh, 1988). These three banks also constituted the commercial banking system before the 1970s; their main business being to finance foreign trade, while domestic lending in other sectors was minimal. Today, however, the credit distribution system has changed dramatically. The proportion of bank credit directed to the import trade sector, which averaged about 80% until 1960 have now declined to less than 30%. As of the end of December 1984, the number of branches of these three banks was two hundred and ten (210). GCB had the greatest number, one hundred and forty-nine (149), followed by Barclays bank with thirty-three (33) and Standard Chartered Bank with twenty-eight (28) branches scattered over the country.

As of December 1984, there were twelve (12) banks in Ghana: Ghana Commercial Bank, Barclays Bank of Ghana Limited, Standard Chartered Bank Ghana Limited, and Agricultural Development Bank, Social Security Bank, Merchant Bank of Ghana Limited, National Investment Bank, Cal Merchant Bank, Ecobank Ghana Limited, Bank for Housing and Construction, Bank of Credit and Commerce and Ghana Cooperative Bank.

From that period to May 2012, several other banks been incorporated into the Ghanaian banking sector. These are: National Investment Bank Ghana Limited, Stanbic Bank, Zenith Bank, United Bank for Africa, Bank of Africa, Fidelity Bank Ghana Limited, Access Bank Ghana.

There have been some other changes in the sector mainly in terms of ownership. A large number of these new banks are now owned and managed by Africans, and the sector boasts a number of highly skilled and experienced bankers. Bank branches in Ghana increased by 11.3% from 309 to 344 between 2002 and 2004 with 81 new branches springing, from 2004 and 2006 indicating an increase of 23.5%. The total banking system assets at the end of October 2006 were ₵48,353.0 billion, representing an annual growth of 35.5%, as against 16.6% as of the end of October 2005 (Daily Graphic, December 19, 2006).

2.2.4. History of Electronic Banking in Ghana

In Ghana, the earliest forms of internet, electronic and communications technologies used were mainly office automation devices. Telephones, telex and facsimile were employed to speed up and make more efficient, the process of servicing clients. For decades, they remained the main information and communication technologies used for transacting bank business.

Later in the 1980s, as competition intensified and the PC got proletarian, Ghanaian banks began to use them in back-office operations and later tellers used them to service clients. Advancements in computer technology saw the banks networking their branches and operations thereby making the one-branch philosophy a reality. Barclays Bank Ghana Limited and Standard Chartered Bank Ghana Limited pioneered this very important electronic novelty, which changed the banking landscape in the country.

Probably, the most revolutionary electronic adoption in Ghana and the world over has been the ATM. In Ghana, banks with ATM offerings have them networked and this has increased their utility to customers. The Trust Bank, Ghana (now a member of the ECOBANK), in 1995

installed the first ATM. Not long after, most of the major banks began their ATM networks at competitive positions.

Ghana Commercial Bank started its ATM offering in 2001 in collaboration with Agricultural Development Bank. Currently, almost all banks in the country operate ATMs. The ATM has been the most successful delivery medium for consumer banking in this county. Customers consider it as important in their choice of banks, and banks that delayed the implementation of their ATM systems, have suffered irreparably. ATMs have been able to entrench the one branch philosophy in this county, by being networked, so people do not necessarily have to go to their branch to do some banking.

Though ATMs have enjoyed great success because of their great utility, it has been recognized that it is possible for banks to improve their competitive stance and profitability by providing their clients with even more convenience. Once again Information Communication Technology (ICT) was what saved the day, making it possible for home and office banking services to become a reality. In Ghana, some banks started to offer Personal Computer PC banking services, mainly to corporate clients. The banks provide the customers with the proprietary software, which they use to access their bank accounts, sometimes the internet via the World Wide Web (www). This is however on a more limited scale though, as it has been targeted largely at corporate clients. Banks have recognized the internet as representing an opportunity to increase profits and their competitiveness. Currently, many banks are offering internet banking (ie-banking) in Ghana. Historically, businesses interested in obtaining high levels of customer satisfaction have focused on using knowledgeable, pleasant servers to deliver high quality products and services to their target markets. Today's consumer not only demands

quality, but also demands that products and services be delivered quickly. Hence, firms must respond to these changes if they wish to remain competitive. As customers experience a greater squeeze on their time, short waits seem longer than ever before. If firms can improve customers' perceptions of time they spend waiting to be served, then customers will experience less frustration and may feel more satisfied with the service encountered.

Furthermore, as the service sector of the national economy expands, the structure of the traditional forty hours work week is eroding. Today, weekends are workdays and 24 hour service operations are commonplace with the supplement of internet banking on customers. Over the last decade, the Ghanaian Government has made a serious effort to pursue a 'knowledge-based economy' agenda to make Ghana a preferred ICT destination. The use of the Internet in Ghana has also seen significant increases since the liberalization of the telecommunication industry in 1990s. The country had 18.1 Internet users per 1,000 people in 2005 as compared to 1 Internet user in 1999 (ITU, 2007). The number of PC ownership doubled to 52 owners per 1,000 people between 1999 and 2005. A National ICT for Accelerated Development policy was introduced in 2003 with the objective of engineering an ICT-led socioeconomic development process. The impact of these initiatives is evident in the November 2005 edition of African Business. The article on the Ghana profile page, entitled "Cake is bigger but the slices are smaller", claimed interestingly "Ghana has the most developed IT sector in West Africa". For a country which hitherto could clearly be described as sitting at the disadvantaged end of the global digital divide, it becomes important to ascertain how ICT is affecting the Ghanaian banking business, which also tends to contribute substantially to Ghana's service sector revenues (ISSER, 2005).

2.2.5. Electronic Banking Adoptions in Ghanaian Banking Sector

In the Ghanaian banking industry, IT investments and adoption have become a very important component in achieving organizational goals due to competition. In recent past therefore, electronic and communications technologies have been used extensively in banking for many years to advance the agenda of banks. The earliest forms of electronic and communications technologies used by the banks were mainly office automation devices. Telephones, telex and facsimile were employed to speed up and make more efficient, the process of servicing clients.

However, with coming of new partners in banking industry, as competition intensified and the PC got proletarian, Ghanaian banks began to use them in back-office operations and later tellers used them to service clients. The advancements in computer technology have led to application and adoption of new IT investments that have changed the banking landscape in the country.

Arguably, the most revolutionary electronic innovation in this country has been the ATM. In Ghana, banks with ATM offerings have them networked and this has increased their utility to customers. Other technological innovations in banking sector include internet banking, telephone banking, Electronic funds transfer, among others.

2.2.6 Forms of E-Banking Service Delivery Channels

The following are the different forms of IT in the banking sector:

2.2.6.1 Automated Teller Machines (ATMs)

Rose (1999) cited by Abor, describes ATMs as follows: “an ATM combines a computer terminal, database system and cash vault in one unit, permitting customers to enter the bank’s book keeping system with a plastic card containing a PIN or by punching a special code number into the computer terminal linked to the bank’s computerized records 24 hours a day”. Once access is gained, it offers several retail banking services to customers. They are mostly located outside of banks, and are also found at airports, malls, and places far away from the home bank of customers. They were introduced first to function as cash dispensing machines.

However, due to advancements in technology, ATMs are able to provide a wide range of services, such as making deposits, funds transfer between two or more accounts and bill payments. Banks tend to utilize this electronic banking device, as all others for competitive advantage.

The combined services of both the automated and human tellers imply more productivity for the bank during banking hours. Also, as it saves customers time in service delivery as alternative to queuing in banking halls, customers can invest such time saved into other productive activities. ATMs are a cost-efficient way of yielding higher productivity as they achieve higher productivity per period of time than human tellers (an average of about 6,400 transactions per month for ATMs compared to 4,300 for human tellers (Rose, 1999).

Furthermore, as the ATMs continue when human tellers stop, there is continual productivity for the banks even after banking hours.

2.2.6.2 Telephone Banking

"Telephone Banking (Telebanking) can be considered as a form of remote or virtual banking, which is essentially the delivery of branch financial services via telecommunication devices where the bank customers can perform retail banking transactions by dialing a touch-tone telephone or mobile communication unit, which is connected to an automated system of the bank by utilizing Automated Voice Response (AVR) technology" (Balachandher et al, 2001). According to Leow (1999), telebanking has numerous benefits for both customers and banks. As far as the customers are concerned, it provides increased convenience, expanded access and significant time saving. On the other hand, from the banks' perspective, the costs of delivering telephone-based services are substantially lower than those of branch based services. It has almost all the impact on productivity of ATMs, except that it lacks the productivity generated from cash dispensing by the ATMs.

For, as a delivery conduit that provides retail banking services even after banking hours (24 hours a day) it accrues continual productivity for the bank. It offers retail banking services to customers at their offices/homes as an alternative to going to the bank branch/ATM. This saves customers time, and gives more convenience for higher productivity.

2.2.6.3 Personal Computer Banking

Personal Computer (PC) Banking is a service which allows the bank's customers to access information about their accounts via a proprietary network, usually with the help of proprietary software installed on their personal computer". Once access is gained, the customer can

perform a lot of retail banking functions. The increasing awareness of the importance of computer literacy has resulted in increasing the use of personal computers. This certainly supports the growth of PC banking which virtually establishes a branch in the customers' home or office, and offers 24-hour service, seven days a week. It also has the benefits of Telephone Banking and ATMs (Abor, 2005).

2.2.6.4 Internet Banking

The idea of Internet banking according to Essinger (1999) is: "to give customers access to their bank accounts via a web site and to enable them to enact certain transactions on their account, given compliance with stringent security checks". To the Federal Reserve Board of Chicago's Office of the Controller of the Currency (OCC) Internet Banking Handbook (2001), Internet Banking is described as "the provision of traditional (banking) services over the internet". Internet banking by its nature offers more convenience and flexibility to customers coupled with a virtually absolute control over their banking. Service delivery is informational (informing customers on bank's products, etc) and transactional (conducting retail banking services).

Internet banking by its nature offers more convenience and flexibility to customers coupled with a virtually absolute control over their banking. Service delivery is informational (informing customers on bank's products, etc) and transactional (conducting retail banking services). As an alternative delivery conduit for retail banking, it has all the impacts on productivity imputed to Telebanking and PC-Banking. Besides,, it is the most cost-effective technological means of yielding higher productivity. Furthermore, it eliminates the barriers of

distance or time and provides continual productivity for the bank to unimaginable distant customers.

2.2.6.5 Branch Networking

Networking of branches is the computerization and inter-connecting of geographically scattered stand-alone bank branches, into one unified system in the form of a Wide Area Network (WAN) or Enterprise Network (EN); for the creating and sharing of consolidated customer information or records (Abor, 2005).

It offers a quicker rate of inter-branch transactions as the consequence of distance and time are eliminated. Hence, there is more productivity per time period. Also, with the several networked branches serving the customer populace as one system, there is simulated division of labour among bank branches with its associated positive impact on productivity among the branches. Furthermore, as it curtails customer travel distance to bank branches it offers more time for customers' productive activities.

2.2.7. Benefits of E-Banking

The service industries are mostly customer driven and the banking sector is one of the competitive industries with continuous upgrading of skills, products and technology all in the interest of retaining and winning customers. Given the nature of competition, survival and profitability is highly dependent on quality of service and efficiency Mols (1998).

Electronic banking service has provided numerous benefits for both banks and customers. The first benefits for the banks offering electronic banking service is better branding and better responsiveness to the market. Those banks that would offer such services would be perceived as leaders in technology implementation. Therefore, they would enjoy a better brand image.

The other benefits are possible to measure in monetary terms. The main goal of every company is to maximize profits for its owners and banks are not any exception.

Several arguments have been expanded in favour of E-banking having the ability to sweep away the old laborious and non-effective means of banking. According to views expressed by Mols (1998) it was indicated that the Internet is a revolution that will sweep away the old order holds much sway. The internet revolution in E-banking transaction is much cheaper than branch or even phone transactions. This could spur yesterday's competitive advantage - a large branch network, into a comparative disadvantage, allowing e-banks to undercut bricksandmortar banks. Jen and Michael (2006) indicate that E-banking has created unprecedented opportunities for banks and businesses globally, in the ways they organize financial product development, delivery, and marketing via the Internet While it offers new opportunities to banks, it also poses many challenges such as the innovation of IT applications, the blurring of market boundaries, the breaching of industrial barriers, the entrance of new competitors, and the emergence of new business models (Liao and Cheung 2003). While it offers new opportunities to banks, it also poses many challenges such as the innovation of IT applications, the blurring of market boundaries, the breaching of industrial barriers, the entrance of new competitors, and the emergence of new business models (Liao and Cheung 2003).

Studies by Rikya (2007) and Han (2008) on the introduction of internet banking and prospects for Bangledish concludes that the advent of technologies have really brought information revolution in the society and that Internet Technology is rightly regarded as the third wave of revolution after the agricultural and industrial revolutions. The advent and adoption of the

internet by industries has removed the constraint of time, distance and communication making the globe truly a small village.

Rikta (2007) mentioned that in Bangladesh, Small Medium Enterprise (SMEs) owners had to visit their lender an average of 15 times for a single loan. Han (2008) also found the favourable impact of the application of informational technology on SME finance. He mentioned that online SME businesses are more profitable and produce higher revenues, than SMEs that use only traditional channel. Using E-banking reduces the required visits a client has to make to a bank for transaction.

According to Rotchanakitumnuai and Speece (2003) electronic banking offers numerous benefits to both banks, investors and individual bank clients ; can check account balances, transfer money, pay bills, collect receivables and ultimately reduce transaction costs and establish greater control over bank accounts. Customers need not visit banks for banking transactions, providing round the clock services (Cheng et al., 2006). Customers can apply for loans and do other banking services online (Smith and Rupp, 2003). E-banking plays a major role in the economy by enabling sellers and buyers to create economic value through the exchange of information, goods/services, and payments by avoiding physical contacts (Bakos, 1998).

Also, E-banking enables banks to attract mobile customers and this offers tremendous profit potential by providing mobile financial services. As indicated by Wind (2001) many banks are motivated to implement E-banking by forces relating to the maximization of their earnings through increased market scope and improved customer relationship due to product delivery convenience and service customization.

The growth in credit card usage is attributable to E-banking. Now a customer can shop worldwide without any need of carrying paper money with him. Banks are available 24 hours a day, seven days a week and they are only a mouse click away. The Cedar group consulting firm (2004) survey reported that the Internet could play a major role in transforming the workplace to enhance productivity by reducing operational cost and improving employee relationships through improved service delivery. The investigators noted that as the transformation progressed in the workplace the level of sophisticated services also increased.

2.2.8 Critical Success Factors of E-Banking

Critical success factors with regard to the introduction of E-banking approach represent an accepted top-down methodology for corporate strategic planning, and while it identifies few success factors, it can highlight the key information requirements of top management (Rockart, 1979). In addition, if the critical success factors are identified and controllable, management can take certain steps to improve its potential for success (Chen, 1999). All over the world, there is an increasing demand for the services of E-banking, while some banks have been able meet the required needs for the introduction of E-banking in their host countries; it has not worked so well in other places. As Emor (2002) noted, although countries like USA, Canada and other leading European countries stand tall in this development, other success stories have also been recorded in less developed countries like India, Malaysia, South Africa etc.

Despite the perceived hampering difficulties in other less developed countries, some banks have been successful in countries like Ghana, Nigeria, Kenya and many others. The contention expressed by (Regan and Macaluso, 2000) indicated that the basic factor for a successful implementation of E-banking is to focus on the characteristics of the country in question.

Another study conducted by Khan (2001), revealed that factors that ensured successful introduction of E-banking were what consumers consider better prices, privacy of information and better service. Two least factors considered for the adoption of E-banking were banks' marketing initiatives and personal recommendations from friends and colleagues. Clients demand a minimum relative advantage in order to switch channels. It means that the new innovative service should be perceived to be better than its predecessor.

According to Janice (2002) issues related to customers, development choices and potential channel conflict need special attention. A critical assessment of these issues can enable a bank to formulate the objectives of entering E-banking services, make strategic decisions on the services to be provided and the appropriate delivery channels to deploy and manage these services efficiently.

Security, which may include protection of consumers' personal data and safe transactions to prevent fraud, is paramount for the growth of any sort of online trade, including E-banking (Enos, 2001). Security in this context includes secure transactions as well as secure front end and back end systems. Security also demands improvement of trust, simplifying and integrating basic services such as banking and lending, personalization and customization capabilities in order to provide each customer with unique offerings. Other equally renowned researchers like Owens and Robertson (2000) have confirmed that effectiveness of collaboration increases when stakeholders 'have a shared purpose which eventually opens up information sharing.

Other equally renowned researchers like Owens and Robertson (2000) have confirmed that effectiveness of collaboration increases when stakeholders 'have a shared purpose which

eventually opens up information sharing. By this, the product designed must take into consideration the culture of the people especially the beliefs and the best ways they can easily associate the product without much questioning and doubts.

Besides giving internal consideration on learning processes, other scholars have recognized that inter-organizational learning is critical to competitive success, noting that organizations learn by collaborating with other firms as well as by observing and importing their practices (Shah et al, 2010). Additionally, Von Hippel (1988,) argues that a production network with superior knowledge transfer mechanisms among users, suppliers, and manufacturers will be able to ‘out-innovate’ networks with less effective knowledge-sharing routines.

Other scholarly works looks at adoption from critical point of customer perspectives. By this perspective, Ghobadian (1994) indicates that the customer sought for quality with less emphasize on cost and perceived quality and these two rather facilitate adoption process. Sought quality is the level of quality customers explicitly or implicitly demand and expect from service providers. The sought quality (customer expectations) is created due to several factors – primarily, the expectations are formed during a previous personal experience of a customer with a service, and the customer is influenced by the experiences of the other users and by the image of an organization. Accordingly, Ghobadian posited that the perceived quality emphasis on the overall impression a customer has and experiences about the level of quality after service realization. By extension, Khan (2001) indicates that the potential difference between the sought quality and the perceived quality gives the service provider an opportunity to measure customer satisfaction based on formulating the precise and actual criteria according to which the customers are assessing the service.

Another critical point needed to be looked at involves issues relating to customers awareness, customer readiness, the specific nature of ICT diffusion in the wider market, and experience with electronic based transactions can also influence this path (Jasimuddin, 2001). In addition, issues related to customers, development choices and potential channel conflict need special attention (Janice 2002). A critical assessment of these issues can enable a bank to formulate the objectives of entering E-banking services, make strategic decisions on the services to be provided and the appropriate delivery channels to deploy and manage these services efficiently.

2.2.9 Challenges of E-Banking

An extended study conducted by Daft (1982) revealed that the introduction of E-banking may be a good idea but on the part of customers, they are keener to risk associated with the particular type of innovation. Daft identified what he described Strategic Risk by inference a financial institution's board and management should understand the risks associated with E-banking services and evaluate the resulting risk management costs against the potential return on investment prior to offering E-banking services.

Poor E-banking planning and investment decisions can increase a financial institution's strategic risk. On strategic risk E-banking is relatively new and, as a result, there can be a lack of understanding among senior management about its potential and implications. People with technological, but not banking, skills can end up driving the initiatives. E-initiatives can spring up in an incoherent and piecemeal manner in firms. They can be expensive and can fail to recoup their cost. The start-up costs of an e-bank are high. Establishing a trusted brand is very costly as it requires significant advertising expenditure in addition to the purchase of expensive technology (as security and privacy are key to gaining customer approval).

Perhaps one of the greatest bane to customers by embracing to electronic businesses has to do with risk arising from fraud, processing errors, system disruptions, or other unanticipated events resulting in the institution's inability to deliver products or services. This risk could exist in each product and service offered (Earl, 2000).

Earl further commented that banking activities has the likelihood of increasing the complexity of the institution's activities and the quantity of its transaction/operations risk, especially if the institution is offering innovative services that have not been standardized. Since customers expect E-banking services to be available 24 hours a day, 7 days a week, financial institutions should ensure their E-banking infrastructures contain sufficient capacity and redundancy to ensure reliable service availability. Even institutions that do not consider E-banking a critical financial service due to the availability of alternate processing channels, should carefully consider customer expectations and the potential impact of service disruptions on customer satisfaction and loyalty.

Another security issue associated with E-banking as introduced by the Economist journal (1999) recounts that E-banking potentially expose hitherto isolated systems to open and risky environments. Security breaches essentially fall into three categories; breaches with serious criminal intent (fraud, theft of commercially sensitive or financial information), breaches by 'casual hackers' (defacement of web sites or 'denial of service' - causing web sites to crash), and flaws in systems design and/or set up leading to security breaches (genuine users seeing / being able to transact on other users' accounts). All of these threats have potentially serious financial, legal and reputational implications.

Other challenges in E-banking spans from technology selection, adoption, implementation and lack of knowledge, also, Earl, (2002) furthermore identified that while managers typically have a high-level understanding of their business and operational processes, they often lack employees with the experience and skills necessary to adopt software technologies and educate customers.

2.3 Relevance of the Study

This study will enhance readers understanding of the current discourse on the e-banking system. It will help readers to know critical success factors for adopting e-banking and also appreciate the fact that success story of NIB Ghana Ltd considerably depends on critical factors. It will help managers to appreciate that e-banking's satisfaction is the primary driver of effective banking system. It will also help to boost readers understanding that the affective banking is more important, banks should engage in more e-banking services to improve banking services

This study provides an insight into the drivers of banking easy access using a combination of survey data from NIB Ghana Ltd e-banking services. It contributes to the banking service critical factors and management literature in the following important ways. This study provides knowledge about the competing effects of e-banking services, affective commitment, and calculative commitment on NIB Ghana Ltd customer retention, which can help service providers in decision-making process. It also demonstrates the importance of controlling and retaining e-banking benefits and satisfaction and provide prior access to predicting effective ebanking service delivery. It explores the potential for different precipitating measures to moderate the effect of e-banking as well as provides useful e-banking information to the

individual customers on factors that influence them in their banking services. Furthermore, the study provides insightful details on how banking institutions could structure their e-banking service policies to enhance customer loyalty and retention. It serves as a guideline to multinational banking institutions willing to establish their subsidiaries in Ghana to know how they can structure their e-banking service delivery in the host country. The study can also be used as a point of reference for future research that will focus on critical success factors contributing to the success of e-banking service delivery and customer retention policy in banking institutions.

2.4 Conclusion

This study has succeeded in providing an analysis of the theoretical foundation underpinning this study's issues under review, it explored the basic assumption, examined some conceptual framework for the analysis of the e-banking success story, benefits, challenges and prospects in banking institutions in Ghana, operationalized the concepts to provide context specific, discussed the relevance or importance of the study and then, identified and explained the knowledge gaps that developing countries lag behind e-banking and that little attention has been paid to the study of the benefits of e-banking in banking institutions in Ghana which this study seeks to bridge.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter discusses, in detail, the methodology the researcher adopted in undertaking this research. It provides a description of methods and reasons for their adoption during the data gathering process of the study. It therefore, provides details on research design and approach, study area or the profile of the study organization, population, sampling and sampling procedure, type and sources of data, data gathering and assembly, data analysis, reliability and validity of data, ethical considerations.

3.1 Methods

This study deployed the descriptive and analytic research methods, viz, Qualitative and Quantitative methods in gathering information from the study areas. The description will be on research philosophy, research design, and research population, sampling method, data collection techniques made up of both secondary and primary source, data analysis, scope, limitations and significance of the study. The methodology in any research gives sufficient information for an investigator to make estimate of the reliability and validity of the methods used to explain whether the relationship between customer satisfaction and customer loyalty of Zenith Bank, Ghana has any effect on customer retention in relation to the Bank's high market share, profitability and growth.

3.2 Research Design

Bryman and Bell (2015) see a research design to be the framework or method through which a research is conducted as a way of providing answers to the formulated questions of the research and to accomplish the goal of the study. The study adopted the mixed approach, employing the combination of quantitative and qualitative approaches. According to Creswell, (2011), the mixed approach gives room for data triangulation, provides general comprehensiveness of the findings of study, helps in expanding the scope of the research topic and enhances methodological thoroughness.

3.3 Profile of study Organization

National Investment Bank, normally abbreviated to (NIB), is a state owned commercial bank in Ghana which started its operations in Ghana in the year 1963. It is one of the commercial banks licensed by the Bank of Ghana, the national banking regulator. The National Investment Bank (NIB) is Ghana's first development bank, established primarily to promote rapid industrialization in all sectors of Ghana's economy. To operate and compete effectively as a universal bank, NIB has undergone management, institutional and financial restructuring to strengthen its status as a world class bank focusing on development and commercial banking activities.

With over 50 branches nationwide and at least one branch in every administrative capital in Ghana, the National Investment Bank remains a major financial force behind major developing projects in manufacturing, mining, energy , trade and export businesses in Ghana. (NIB,2018)
This study was therefore conducted among NIB staff at the Electronic Channels, Cards

Services and IT departments as well customers of the bank who use one or more of the e-banking services.

3.4 Research Design

The research design used for the study was primarily questionnaires and semi-structured interviews deployed to collect information from the respondents. All questions were closeended and arranged in proper order, in accordance with the relevance. This is to make interpretation a lot easier. The questionnaire was designed in a straightforward manner for easy understanding to elicit the exact and appropriate responses required for the study. The questionnaires was self-administered to staff and customers of NIB and this helped to explain to respondents the essence of the research. The study used Microsoft Excel 2016 and Statistical Package for Social Science version 19 for the data analysis. The information gathered was tabulated and then presented in both bar and pie charts for interpretation and analysis.

3.5 Population

Rubin and Babbie (2016) explain that the population is a collection of elements out of which samples are selected for a study. A population usually has a common characteristic among its elements; for example, employees working in a given organization have at least one thing that is common to them (Ott & Longnecker, 2015). To Saunders et al. (2007), the sample is selected from the total population.

The population of the current study comprises of all the branches of NIB Ghana Limited located in Greater Accra. This is made up of 28 branches and agencies as well as 840 staff, 40% of which are male while 60% are female (NIB, 2018).

3.6 Sampling Procedure and Sample Size

The geographical spread and large numbers of an entire population of study often makes it impracticable to be used for a study. This, in addition to limitations of time and other resources, makes it convenient for a sample to be selected to represent the whole using a non-probability sampling techniques namely; purposive and convenient. The purposive sampling technique aided the selection of respondents who have the requisite knowledge and understanding and who have the ability to provide appropriate answers to the issues under review while the convenient sampling technique helped in selecting the respondents based on their convenient time place and manner. For this study, a total of 10 senior executives were selected from 5 branches (2 from each branch) of NIB in Accra. The branches included the Head office, Tudu, Achimota, Dansoman, Airport and East Legon branches. The respondents are purposively selected from IT, Operations, and Finance departments. The sample comprised of people from both sexes.

3.7 Sources of Data

In conducting the study, the researcher gathered and analyzed both primary and secondary data. The primary data were gathered by interviewing senior executives and staff of the selected branches. It employed a semi-structured interview guide in conducting the interviews for the selected senior executives of the bank. This provided relevant primary data necessary for evaluating the effect of the e-banking portals on the performance of the bank. This also assisted in gaining insights into the challenges of implementing e-banking in the selected bank. The historical annual reports of the bank (2008 to 2017) were used to provide secondary data for the assessment of the impact of the e-banking channels on the bank's performance.

The past financial statements are used to provide quantitative data for the assessment of the impact of the e-banking channels on the bank's performance. Data from the past financial statements (annual reports) assisted in computing the Return on Equity which is used as the ³⁰ proxy for the bank's performance. Other financial data on selected proxies for E-banking were also gathered from the bank. These were Fees and Commissions from ATMs and Cards (Debit and Credit cards), Fees and Commissions from Mobile banking and Fees and Commissions from Internet Banking. Other secondary data relevant for the study were gathered from published documents and online articles.

3.8 Data Gathering Procedure

For an effective data gathering process, the researcher first obtained permission to enable him to access bank officials and financial data. The researcher also booked appointments for a date to conduct interviews to obtain data from senior executives of the bank. Secondary data on the bank's published historical financial reports for the period 2008 -2017 was obtained from the Bank's website for analysis. This assisted in analysing the bank's performance for the period under consideration. Other financial data which are not published on the website were obtained from designated officials of the Bank. Data for the study were gathered within a period of two weeks.

3.9 Techniques for Data Analysis

In line with the suggestion by Braun & Clarke (2006), the study adopted thematic analysis for the qualitative data. Thematic analysis assists a researcher to identify, analyse and report patterns in a given data. The unrefined data gathered from the interviews are transcribed and relevant features across the entire data set are assigned codes.

This served as a data organisation tool in grouping similar responses and identifying themes in line with the objectives of the research. Descriptive statistics were employed in analysing and providing summaries of the quantitative data gathered. The processing and analysing of the data quantitative data was done with the aid of Microsoft Excel 2013 and Statistical Package for Social Science (SPSS 23) data analysis tools. ³¹

3.10 Reliability and validity of data

According to Nardi (2015), reliability and validity refers to the extent to which the selected test instruments produces accurate and consistent results each time they are used in conducting a similar research, assuming there is no change in what is being measured. For this study, content and contextual validity is employed. Content validity is employed as a measure of the extent to which the data gathered through the selected instruments, represents a specific domain or content of a particular concept (De Bruin, Freeze, Kaulkarni & Rosemann, 2005). On the other hand, contextual validity refers to the degree of credibility of the evidence and conclusions drawn from the findings of the study (Bryman, 2012). This validity mechanism is attainable through data triangulation (Gray, 2013; Holloway and Wheeler, 2013). Thus, the study utilised data triangulation mechanisms where portions of data gathered were compared and validated with other sources where practicable.

3.11 Ethical considerations

Ethical considerations refer to certain ethical factors that would affect the conduct of the study if not adhered to (Bryman, 2012). Ethical considerations relate to both the respondents and the researcher and must be carefully adhered to. In line with this, the researcher ensured that all data collected from respondents are treated with utmost confidentiality.

Also, all sampled respondents are made aware of the purpose of the study and their prior consent sought to ensure that responses are ethically solicited. The researcher also ensured that participation in the study was voluntary.

CHAPTER 4

ANALYSIS OF THE COMMUNICATION APPROACHES USED BY THE NATIONAL INVESTMENT BANK (GHANA) LIMITED IN PROMOTING ELECTRONIC BANKING IN GHANA

4.0. Introduction

This chapter provides the analysis and discussions of the key findings gathered from the field. Data was collected through questionnaires and personal interviews administered to staff and customers of NIB Ghana Ltd. The findings have been presented in two parts; one representing data gathered from officials of NIB and the other part depicting responses from customers of NIB. In all one hundred and twenty questionnaires were administered to the respondents. One hundred questionnaires were administered to customers of NIB while twenty questionnaires were administered to senior officers and management of NIB. The technique used for the presentation of the findings was statistical description of the respondents.

Microsoft Office Excel package was used for tables, graphs, pie charts and word processing of the research report.

4.1. Analysis of Key Findings from Officials of NIB

4.1.1 Gender Profile of Respondents

Table 1: Gender Profile of Respondents

Gender	Number Of Respondents	Percentage (%)
Male	12	60
Female	8	40
Totals	20	100

(Source: Field Data, 2020)

Table 4.2.1 above shows the number of males and females officials who were given questionnaires. Out of twenty questionnaires retrieved, twelve (12) respondents representing sixty percent (60%) were males and eight respondents representing forty percent (40%) were females. This indicated that males were in the majority of the population studied and females were in the minority.

4.1.2 Age Profile of Respondents

Table 2: Age Profile of Respondents

Age (In Years)	Number Of Respondents	Percentage (%)
26 – 33	6	30
34 – 41	12	60
42 – 49	2	10
50 Years and Above	0	0
Totals	20	100

(Source: Field Data, 2020)

The frequency distribution of the age profile of respondents is given in Table 4.2.2. The table shows that 6 of the respondents, representing 30% are between the ages of 26 – 33 years, 12 of the respondents, representing 60% are between the ages of 34 – 41 years, 2 of the respondents, representing 10% are between the ages of 42 – 49 years and no employee was 50 years and above. This is an indication that the employees of NIB are young and youthful.

4.1.3 Educational Background of Respondents

Table 3: Educational Background of Respondents

Educational Background	Number Of Respondents	Percentage (%)
Post Graduate Degree	8	40
Graduate Degree	12	60
Higher National Diploma	0	0
Other Levels of Education	0	0
Senior High School	0	0
Totals	20	100

(Source: Field Data, 2020)

This section gave the educational attainments of the respondents within the studied population. From *Table 4.2.3*, out of the 20 respondents, 8 of the respondents, representing 40% have Post Graduate Degrees (Master's Degree); 12 of the respondents, representing 60% have Graduate Degree and no employee was employed with Higher National Diploma (HND) or Senior High School Certificate. The table shows that all the respondents have at least a Graduate Degree.

4.1.4 Years of Service with NIB

Table 4: Respondents Years of Service with NIB

Years Of Service	Number Of Respondents	Percentage (%)
1 – 3	6	30
4 – 6	14	70
Totals	20	100

Source: Field Data, 2020

As shown in **Table 4.2.4**, 14 of the respondents, representing 70% have worked at NIB Ghana Ltd between 4 – 6 years. 6 of the respondents, representing 30% have worked at NIB between 1 – 3 years. It is obvious from the table that most of the respondents (70%) have worked with the Bank for quite a long time (4 – 6 years), enough to be conversant with the bank’s electronic banking adoption. This also implies that their responses were based on experiences with ebanking services rather than theory.

4.1.5 NIB’s E-banking Adoption

The respondents gave several reasons which they perceived to have influenced the bank’s decision to adopt e-banking strategies in their banking business. According to the respondents, NIB Ghana Ltd adopted e-banking over the past six years as a business strategy in response to customer needs and the changing marketing trends in the banking industry. Also, the respondents indicated that the bank adopted e-banking due to the tremendous benefits ebanking provides which is detailed under section 4.2.7.

4.1.6 E-Banking Services offered by NIB Ghana Ltd

Officials of NIB from the responses in the questionnaires indicated the e- banking services below as being offered by the bank.

1. Internet Banking
2. SMS Banking
3. ATM Banking Service
4. VISA/ MasterCard Debit Cards
5. MasterCard Point of Sale Terminal Service

6. E-zwich Cards & Points of sale
7. Fast Link Banking
8. Statement by Email
9. E-Teller

4.1.7 Benefits of E-Banking Adoption

The respondents were questioned on the benefits NIB has derived from its adoption e-banking.

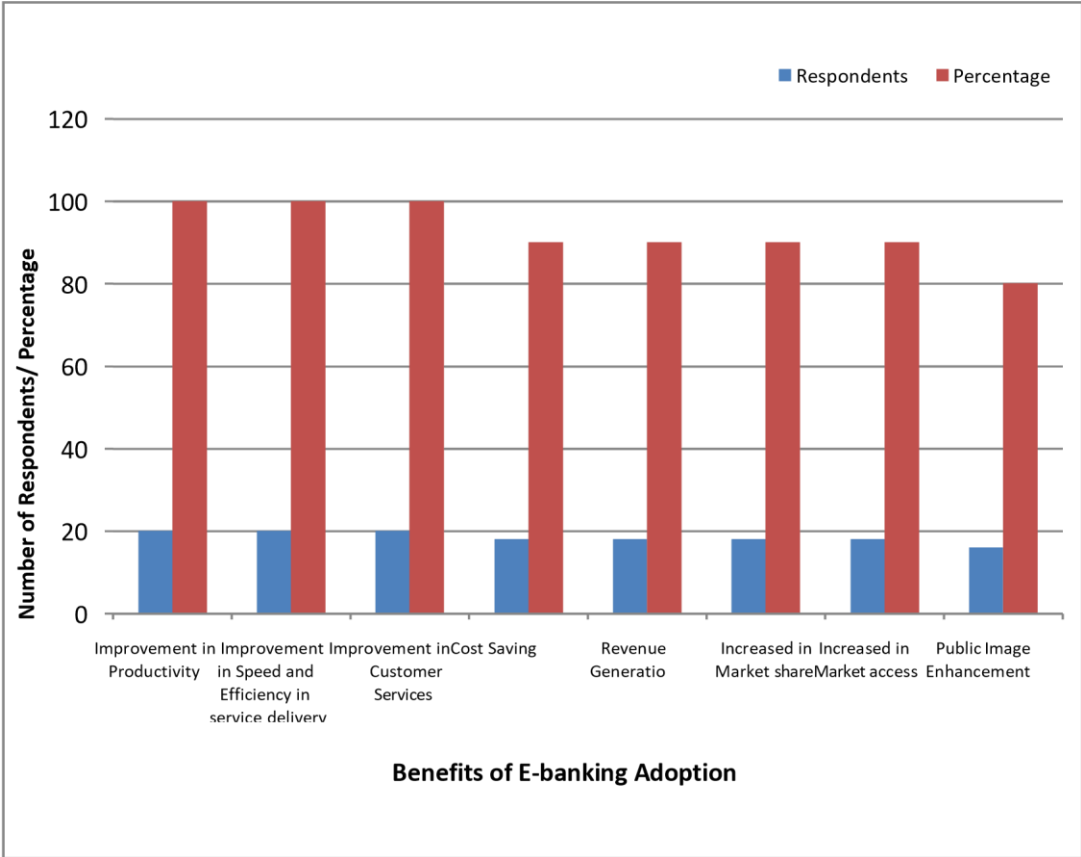
The responses have been tabulated below.

Table 5: Benefits of E-Banking Adoption

Responses	Respondents	Percentage (%)
Improvement in Productivity	20	100
Improvement in Speed and Efficiency in service delivery	20	100
Improvement in Customer Services	20	100
Cost Saving	18	90
Revenue Generation	18	90
Increased in Market share	18	90
Increased in Market access	18	90
Public Image Enhancement	16	80

Source: Field Data, 2020

Figure 1: Benefits of E-Banking Adoption



Source: Field Data, 2020

From Table 4.2.7 and Figure 4.2.7 above, all respondents representing 100% of the sample population indicated that NIB has benefited from its e-banking adoption in terms of improvement in productivity, speed and efficiency in service delivery and improvement in customer service. Eighteen (18) of the respondents representing 90% of the sample population also stated increase in market share, increase in market access, cost saving and revenue generation as some benefits derived from e-banking. Sixteen (16) of respondents representing 80% stated that the Bank’s public image is enhanced through its adoption of E-banking.

4.1.8 Critical Success Factors

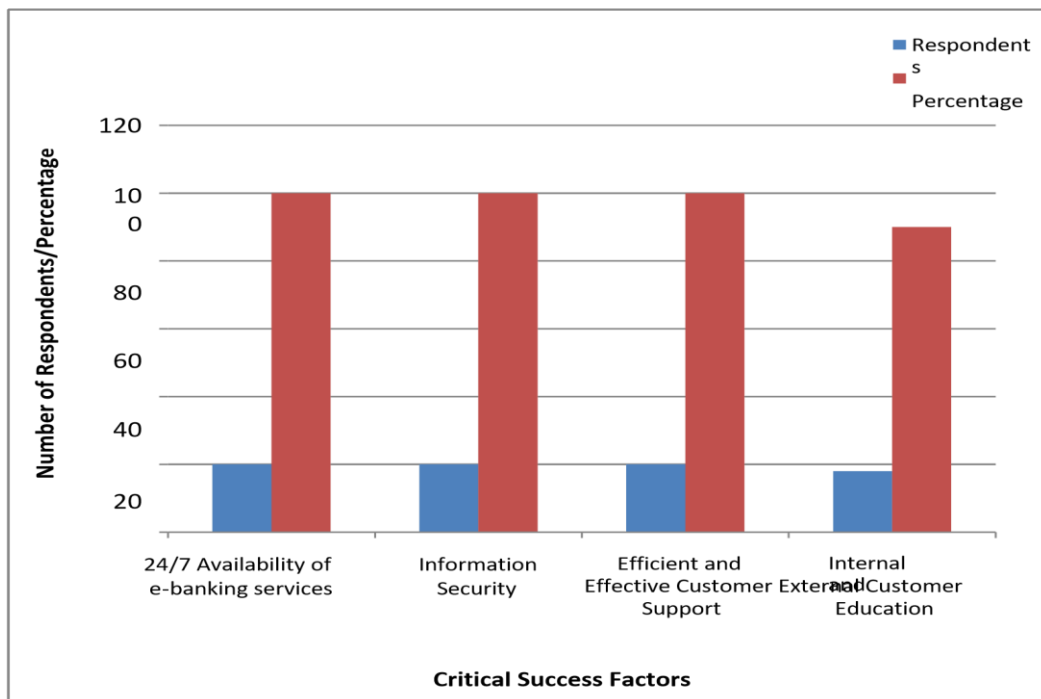
Result from Table 4.2.8 below shows that 100% of the respondents believe that 24/7 Availability of services, Information Security and Efficient and Effective Customer Support are critical success factors for electronic banking adoption. 18 respondents representing 95% also listed Internal and External Customer Education has a critical success factor.

Table 6: Critical Success Factors

Responses	Respondents	Percentage (%)
24/7 Availability of e-banking services	20	100
Information Security	20	100
Efficient and Effective Customer Support	20	100
Internal and External Customer Education	18	90

Source: Field Data, 2020

Figure 2: Critical Success Factor



(Source: Field Data, 2020)

4.1.9 Challenges of E-banking Adoption

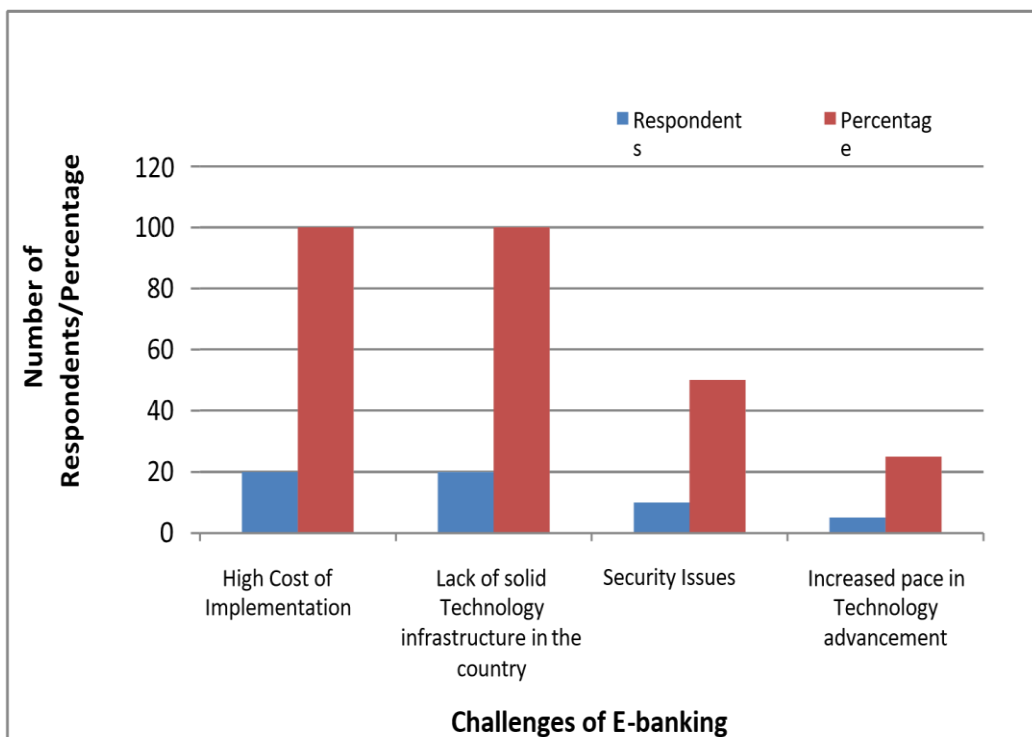
Despite the benefits of e-banking, the respondents agreed that there were challenges as NIB adopted e-banking. These challenges have been discussed in two folds; challenges the bank face in its e-banking adoption and challenges customers who patronize the services faced. The challenges NIB faced in its implementation are tabulated below in Table 4.2.9.

Table 7: Challenges of E-Banking Adoption

Responses	Respondents	Percentage (%)
High Cost of Implementation	20	100
Lack of solid Technology infrastructure in the country	20	100
Security Issues	10	50
Increased pace in Technology advancement	5	25

Source: Field data, 2020

Figure 3: Challenges of E-Banking Adoption



Source: Field Data, 2020

As shown in Table and Figure 4.2.8 above, all the respondents representing 100% listed high cost of implementation, lack of solid technological infrastructure in the country and security issues as challenges NIB faced in its e-banking adoption. The lack of solid technological infrastructure in the country has made NIB outsource some of its banking processes to external service providers. 75% of the respondents indicated increased pace in Technology advancement as a challenge. Only 5 respondents representing 25% listed security issues as a challenge. This low percentage is an indication that NIB in its e-banking implementation incorporated security features in its e-banking infrastructures hence the bank is considered as one of the top IT security conscious banks. For example all smart cards issued by the bank are Chip and PIN protected. Again NIB has provided Secure Token devices for its customers who patronize its internet banking services and all NIB ATMs and POS devices have encrypted PIN pads.

4.2 Findings from Customers of NIB

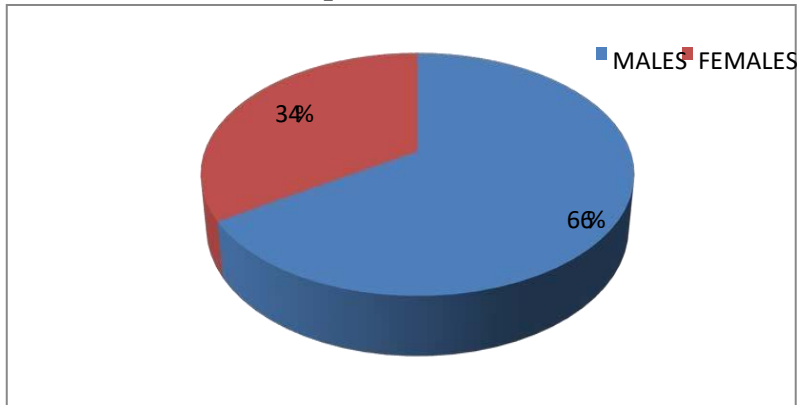
4.2.1 Gender Profile of Respondents

Table 8: Gender Profile of Respondents

	Frequency	Percentage (%)
Males	66	66
Females	34	34
Total	100	100

(Source: Field Data, 2020)

Figure 4 Gender Profile of Respondents



(Source: Field Data, 2020)

Table 4.3.1 and Figure 4.3.1 above show the number of males and females who were given questionnaires. Out of hundred questionnaires retrieved, sixty six (66) respondents representing sixty six percent (66%) were males and thirty four (34) respondents representing thirty four (34%) were females. This indicated that males were in the majority of the population studied and females were in the minority.

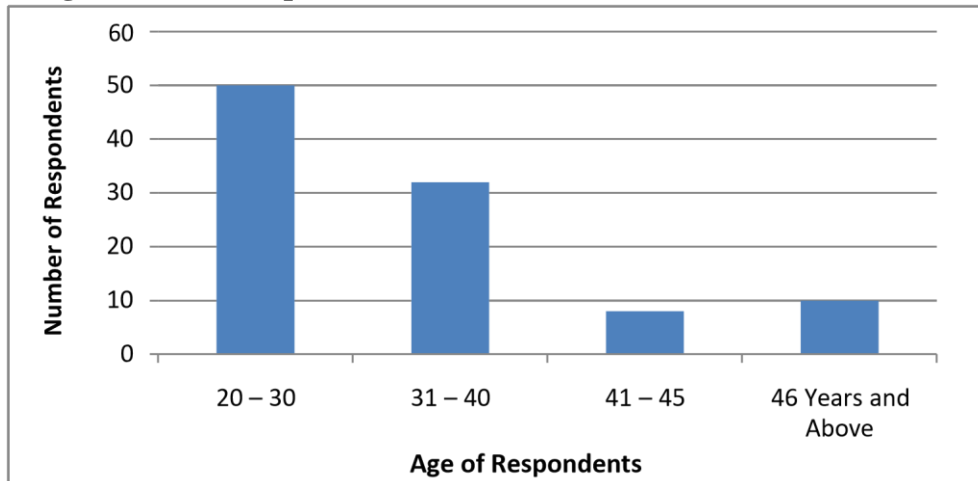
4.2.1 Age Profile of Respondents

Table 9: Age Profile of Respondents

Age (In Years)	Number Of Respondents	Percentage (%)
26 – 33	50	50
34 – 41	32	32
42 – 49	8	8
50 Years and Above	10	10
Totals	100	100

(Source: Field Data, 2020)

Figure 5 Age Profile of Respondents



(Source: Field Data, 2020)

Age distribution, in years was considered as an important demographic indicator. The frequency distribution of this given in Table 4.3.2 and Figure 4.3.2 show that, 50 of the respondents, representing 50% are between the ages of 20 – 30 years, 32 of the respondents, representing 32% are between the ages of 31 – 40 years, 8 of the respondents, representing 8% are between the ages of 41 – 45 years and 10 of the respondents, representing 10% are between the ages of 46 years and above. This is an indication that majority of the customers of NIB are young and as such more in tune with technological advancements.

4.2.2 Doing business with the bank

The researcher wanted to know how long each respondent had been doing business with the bank, as this could have a relationship with how conversant they are with the Bank in general and its electronic products on offer. Below were the responses:

Table 10 Doing Business with the Bank

Responses	Respondents	Percentage (%)
Less than 1 year	18	18
1 to 2 years	36	36
3 years and above	46	46
Total	100	100

Source: Field Data, 2020

From the above table, 46% of respondents have had account with the bank for more than three (3) years, whilst 36% percent of respondents have been doing business with the bank between one (1) and two (2) years. Only 18% of respondents are fairly new to the bank. It is obvious from the table that most of the respondents (82%) have operated accounts with the bank for quite a long time enough to be conversant with the bank's electronic banking products. This also implies that their responses were based on experiences with e-banking services rather than theory.

4.2.3 Subscription to E-banking products

The researcher wanted to know whether the respondents subscribe to any of the electronic banking products available, in order to be assured of responses from practical experiences of respondents. The responses are shown below:

Table 11: Subscription to E-Banking Products

Responses	Respondents	Percentage (%)
Yes	100	100
No	0	0
Total	100	100

Source: Field Data, 2020

It is obvious from the table above that all the respondents subscribe to one form of e-banking product or the other. This is so because NIB offers some of these products at no cost to customers, these include Internet Banking and SMS banking Statement by E-mail. Subscription to some of these products (e.g. Statement by e-mail), are automatic as one opens an account with the bank. This explains the 100% enrollment recorded from the survey.

4.2.4 E-Banking Services Subscribed

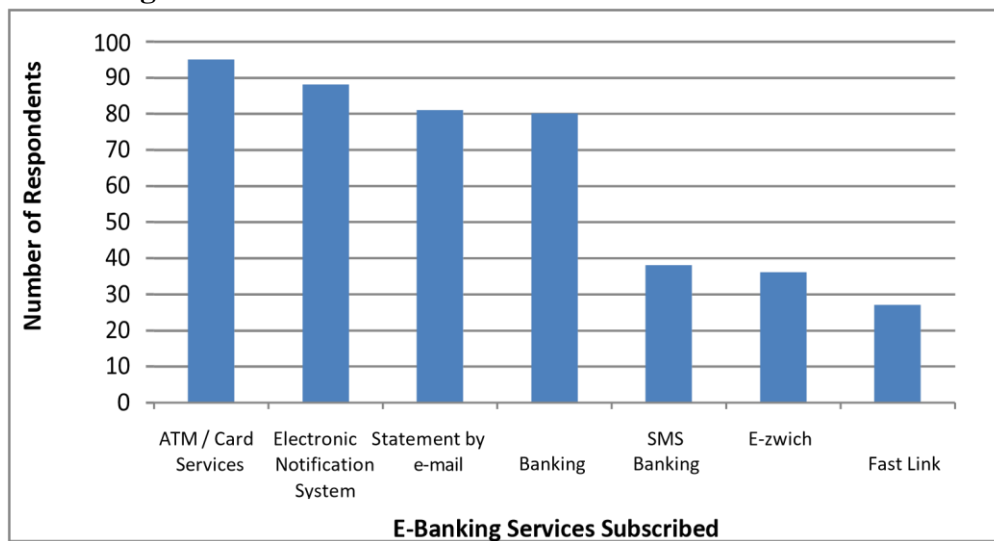
The respondents were asked to indicate the electronic banking services they subscribe to in order to determine the popularity and patronage of products available. Table 4.3.5 below depicts the responses obtained.

Table 12: Banking Services Subscribed

Responses	Respondents	Percentage (%)
ATM / Card Services	95	95
Statement by e-mail	81	81
Internet Banking	80	80
SMS Banking	38	8
E-zwich	36	6
Fast Link	27	27

Source: Field Data, 2020

Figure 6: Banking Services Subscribed



Source: Field Data, 2020

From the above Table 4.3.5 and Figure 4.3.5, it is clear that ATM and Card usage ranks top of the electronic products patronized by the respondents, recording 95% of the responses. This is followed by Electronic notification, Internet Banking and Statement by e-mail recording 88%, 81% and 80% respectively in that order. SMS Banking, E-zwich and Fast Link recorded 38%, 36% and 27% respectively.

4.2.5 Benefits of E-Banking to Customers

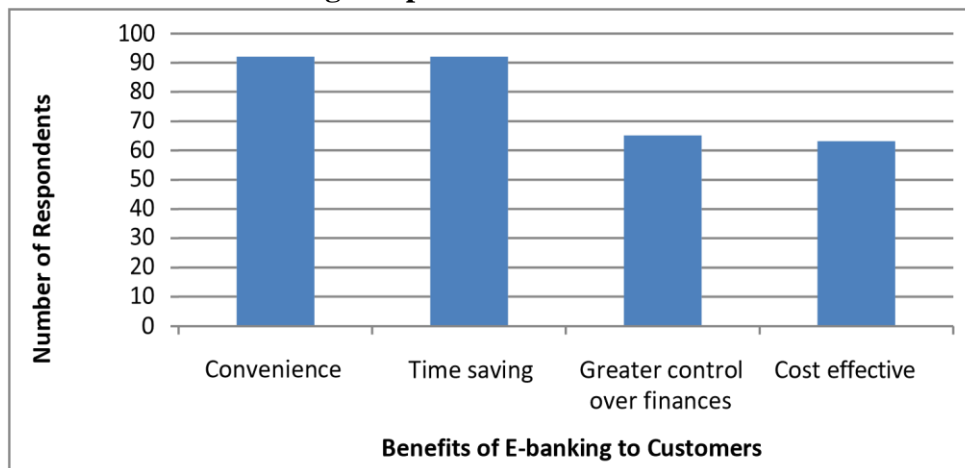
The respondents were questioned on the benefits NIB has derived from its adoption e-banking. The responses have been tabulated below.

Table 13: Benefits of E-Banking Adoption

Responses	Respondents	Percentage (%)
Convenience	92	92
Time saving	92	92
Gives greater control over finances	65	65
Cost effective way of conducting banking transactions	63	63

Source: Field Data, 2020

Figure 7: Benefits of E-Banking Adoption



Source: Field Data, 2020

From Table and Figure 4.3.6 above, 92 respondents representing 92% of the sample population stated convenience and time saving as benefits they derive from using NIB's e-banking services. Sixty five (65) of the respondents representing 65% of the sample population also stated e-banking services gives them greater control over their finances and sixty three (63) of respondents representing 63% stated cost effectiveness as another benefit derived from E-banking.

4.2.6 Effectiveness of e-banking services

The researcher enquired about the effectiveness of the services subscribed by respondents, in a bid to know if respondents experience the services or do not make use of them.

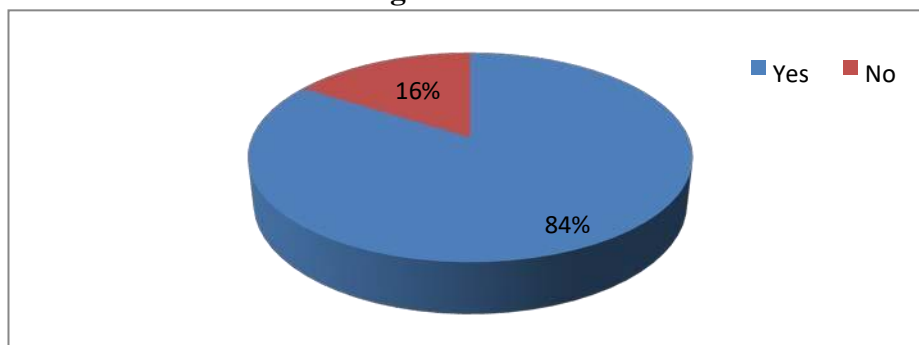
The following responses were obtained.

Table 14: Effectiveness of E-Banking Service

Responses	Respondents	Percentage (%)
Yes	84	84
No	16	16
Total	100	100

Source: Field Data, 2020

Figure 8: Effectiveness of e-banking service



Source: Field Data, 2020

Eighty nine (89) of the respondents representing 89% of the sample population claimed the ebanking services they subscribe to are effective whilst 11 respondents representing 11 % responded in the negative. This later group cited reasons like system failures and unresolved issues as reasons for their choice of services as not being effective.

4.2.7 Dealing with system challenges

The researcher enquired about action usually taken by respondents' when they encounter challenges or system failures. This was to test respondents' need for the e-products and how much these have become integrated as part of their daily business dealings. Table 8 below shows the responses obtained.

Table 15: Dealing with system challenges

Responses	Respondents	Percentage (%)
Report to Bank	80	80
Access Service Later	11	11
Use Other alternative	9	9

Source: Field Data, 2020

The Table 4.3.8 above shows that 80% of respondents report their challenges in accessing ebanking services to the bank, whilst 11% of respondents wait for the bank to restore services before transacting. In effect a total of about 91% of the respondents wait on the bank to restore services for them to use rather than resorting to alternative means (which may include transacting with cash). This portrays a developing phenomenon whereby people seem to be getting used to e- banking and would rather have that than the traditional way of banking. Only 9% of the respondents indicated they result to traditional means of banking when they experience system failure.

4.2.8 Banks response to system challenges and failures

The researcher wanted to know how responsive the bank is to challenges and system failures reported by customers as this could have effect on the patronage of the e-banking products.

Table 4.3.9 below show the responses obtained.

Table 16: Banks Response to System Challenges and Failures

Responses	Respondents	Percentage (%)
Quickly	85	85
Slowly	10	10
Indifferent	5	5
Total	40	100

Source: Field Data, 2020

85% of the respondents indicated that the bank responds quickly with solutions to their challenges while 10 % of the respondents claimed the bank is slow in addressing issues. Interviewing staff, it turned out that the bank has dedicated hotlines and e-mail address for customer complaints which helped in achieving this rate of responsiveness as customers are informed about the hotline numbers and e- mail address.

4.2.9 Level of Satisfaction

The respondents were asked to indicate whether they are satisfied with solutions provided in meeting their challenges. The outcome has been discussed below.

Table 17: Level of Satisfaction

Responses	Respondents	Percentage (%)
Yes	87	87
No	13	13
Total	100	100

Source: Field Date, 2020

From the table above 87% of respondents were satisfied with how their concerns were addressed by the bank, whilst 13% were not. These respondents (13%) claimed they expect the bank to be more proactive in addressing their challenges, without having to call or send mails on issues before they were addressed. They also believed some of the challenges were avoidable and the bank can take proactive steps to avoid them.

4.3.10 Recommendation to Friends

The researcher wanted to know if respondents will recommend the services to their friend.

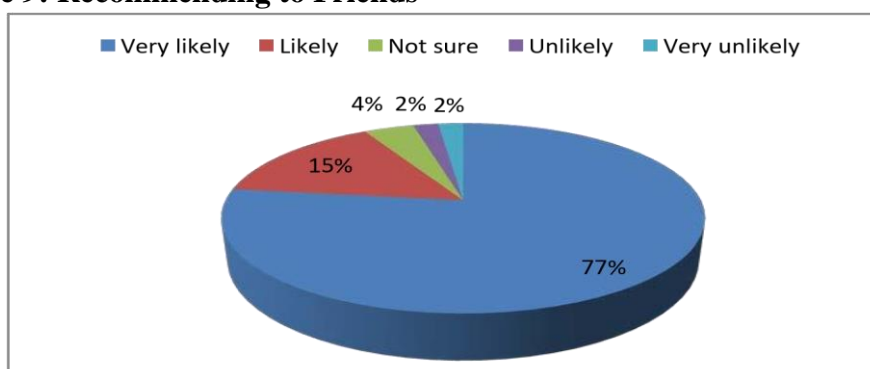
The responses were as follows:

Table 18: Recommendation to Friends

Responses	Respondents	Percentage (%)
Very likely	77	77
Likely	15	15
Not sure	4	4
Unlikely	2	2
Very unlikely	2	2
Total	100	100

Source: Field Data, 2020

Figure 9: Recommending to Friends



Source: Field Data, 2020

The responses given showed a total of ninety two (92) respondents representing 92% of the sample population indicating their willingness to recommend the services to friends, meaning they were happy with the e-banking services provided by the bank. The remaining eight (8) respondents representing 8% were obviously not happy with the e-banking services provided and will not recommend the Bank services to friends. Some of the reasons given by this group include unresolved challenges encountered such as refunds expected from unsuccessful card transactions, while others do not really appreciate or make much use of the available services offered by the bank.

CHAPTER 5

SUMMARY OF KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter summarizes the key findings of the study, draws conclusions and make some recommendations in respect of the conclusions drawn from the key findings.

5.1 Summary of Key Findings

The study adopted a case study approach and an exploratory analysis on electronic banking adoption in Ghana with specific emphasis on NIB Ghana Ltd. The study aimed at providing policy makers and stakeholders in the banking industry with information to identify and formulate communicative strategies that will promote e-banking. NIB was chosen for the study because of its yearly success in the banking industry.

The study emphasized on four main objectives: to explore and examine the services that are being provided through e-banking by NIB; to ascertain and discuss the benefits NIB and its customers derive from e-banking; to analyze the Critical Success Factors for the introduction of e-banking by NIB Ghana Ltd and finally discuss the challenges facing both customers and the bank with the introduction of e-banking.

Findings from the study indicated that NIB has adopted e-banking over the past six years as a business strategy in response to customer needs and the changing marketing trends in the banking industry. Also the bank adopted e-banking due to the tremendous benefits e-banking Provides to NIB Ghana Ltd. NIB Ghana Ltd offers numerous e-banking services to its customers. NIB offers e-banking services such as ATM, POS, Visa Cards, Master Cards,

Internet Banking, SMS Banking, Email Transaction Notification, and Statement by email, NIB Automated Payment System and Fast link.

From the study 100% of the respondents subscribed to one form of e-banking product or the other. This is so because NIB offers some of these products at no cost to customers, these include Internet Banking, Statement by E-mail. Subscription to some of these products (e.g. Statement by e-mail), are automatic as one opens an account with the bank. This explains the 100% subscription to e-banking services recorded from the survey.

Findings from the study revealed that factors such as Cost Saving, Improvement in Productivity, Improvement in Speed and Efficiency in service delivery, Revenue generation and Increase in Market share and Market access were benefits NIB derived from its adoption of e-banking while customers mentioned convenience, Time Saving, control over finances and cost effective way of conducting banking transactions as benefits.

The Study also revealed challenges that impede the successful introduction of e- banking in Ghana as high cost of implementation, lack of solid technology infrastructure in the country and Security Issues. The high cost of implementation is said to be more so in a country where the appetite for the electronic products is quite low due to ignorance and large “unbanked” population. This compels banks to offer most e-banking services free of charge to customers culminating in low investment returns.

From the study however, only 5 respondents representing 25% listed security issues as a challenge for NIB. This low percentage is an indication that NIB in its e-banking implementation has incorporated security features in its e-banking infrastructures to mitigate

issues boarding on security. Hence the bank is considered as one of the top IT security conscious banks. For example all smart cards issued by the bank are Chip and PIN protected.

Again NIB has provided Secure Token devices for its customers who patronize its internet banking services and all NIB ATMs and POS devices have encrypted PIN pads.

It was also discovered from the study that 100% of the respondents believe that 24/7 Availability of services, Information Security and Efficient and Effective Customer Support are critical success factors for electronic banking adoption. 95% of the respondents also listed Internal and External Customer Education as another critical success factor. From the study 85% of customers find the use of e-banking service as efficient and effective ensuring faster means of transaction. Only 15% cited reasons like system failures and unresolved issues as reasons for their choice of services as not being effective. Interviewing staff, it turned out that the bank has dedicated hotlines and e-mail address for customer complaints which helped in achieving this rate of responsiveness. However, the study also indicated that customers expect the bank to be more proactive in addressing their challenges, without having to call or send mails on issues before they were addressed. They also believed some of the challenges were avoidable and the bank can take proactive steps to avoid them.

The study also revealed that whenever the bank encounters challenges or system failures with the e-banking services, majority of respondents (91%) wait on the bank to restore services for them to use rather than resorting to alternative means which may include transacting with cash. This portrays a developing phenomenon whereby people seem to be getting used to ebanking and would rather have that than the traditional way of banking as only 9% of the

respondents indicated they result to traditional means of banking when they experience system failure.

Finally, majority of the sample population respondents representing 92% indicated their willingness to recommend the services to friends, meaning they were happy with the ebanking services provided by the bank. The remaining eight (8) respondents representing 8% were not happy with the e-banking services provided and will not recommend to friends.

Some of the reasons given by this group include unresolved challenges encountered such as refunds expected from unsuccessful card transactions, while others do not really appreciate or make much use of the available services offered by the bank.

5.2 Conclusions

Although Ghana is in its fundamental stages of technology advancement, NIB Ghana Ltd has been successful with its adoption of e-banking. The study revealed that NIB Ghana Ltd made extensive focus on System availability, Information security, Efficient and Effective Customer support and Customer education as key factors to the successful operation of ebanking in Ghana.

The benefits derived from e-banking adoption cannot be over emphasized. From the study it is obvious that NIB derived tremendous benefits from e-banking such as revenue generation, improvement in productivity and efficiency in service delivery, increase in market share and market access and cost savings. E-Banking with its automation leads to reduction of manual processes and related operating costs while service delivery becomes much quicker. Ebanking also offers convenience to customers, having to access banking services anytime, anywhere

with speedy delivery. Some customers give credit to e-banking for offering them absolute privacy, not having to go through any individual to access account information. Tied to the privacy advantage, customers also believe it offers great security that way.

However, challenges such as high cost of implementation, lack of solid infrastructure in the country and security issues have impeded the smooth operation of e-banking in the country. Customers experience system failures that create unexpected inconveniences for them. This obviously is a result of the weak technology infrastructure in the country.

Regardless of these challenges, from the study it is obvious that customers are ready to embrace e-banking, provided the benefits are well promoted to them and banks are able to resolve system failure issues promptly.

It can therefore be concluded from this study that there is a promising future for e-banking in Ghana. A further study with in-depth analysis on the critical success factors for the introduction of e-banking products in the Ghanaian banking industry is required.

5.3 Recommendations

The suggestions for the findings from the study are as follows:

Banks investment in technology solutions should not be “half-hearted”. The banks have a duty to ensure customer confidence in the electronic banking services they provide and assure them of the security and privacy they need to patronize these services. For instance banks issuing Magnetic Stripe Cards need to migrate to Chip technology in order to protect themselves as well as their customers from fraudulent skimming and usage of their cards.

- Government support by way of legislations and infrastructure provision is essential for creating the enabling environment for electronic banking to thrive in the country.
- Banks' staff and officials should be adequately keep improving and expanding in ebanking products and services to be able to address customers' needs and challenges.
- Banks need to well package and market E-banking Products and services effectively to customers to close the seemingly knowledge gap that exists among the populace with regard to the benefits that can be derived from the services.

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APPENDIX

The objective of the study is to identify the various communication approach NIB uses in promoting their electronic banking product. An analysis on the performance of NIB survey is conducted by Judith Anum (MA, Development Communication, GIJ) under the guidance of Dr. Collins Brobbey (Dean of Graduate School). This is purely an academic exercise, hence any information given would be strictly treated as confidential

SECTION A: BACKGROUND

Kindly fill or tick the single appropriate answer.

1 . Age:

a. 26 – 33 years []

b. 34 – 41 []

c. 42 – 49 years []

d. 50 years and above []

2. Gender:

a. Male []

b. Female []

3. Educational Background:

a. Post Graduate Degree []

b. Graduate Degree []

c. Higher National Diploma []

- d. SHS []
- e. Other Levels of Education []

4. Category of staff:

- a. Senior management []
- b. Senior officer []
- c. Junior officer []
- d. Clerk []
- e. SME []

5. Job Position:

- a. Head of Department []
- b. Manager []
- c. Supervisor []
- d. Operations Manager []
- e. Officer []
- f. Others, please specify.....

SECTION B: STAFF'S POSITION ON ELECTRONIC BANKING

6. Electronic banking is the future of banking in Ghana.

- a. Strongly Agree []
- b. Agree []
- c. Neutral []
- d. Disagree []

e. Strongly Disagree []

7. Banking should be 90% electronic.

a. Strongly Agree []

b. Agree []

c. Neutral []

d. Disagree []

e. Strongly Disagree []

8. Most of our customers appreciate electronic banking.

a. Strongly Agree []

b. Agree []

c. Neutral []

d. Disagree []

e. Strongly Disagree []

9. Electronic banking is better than brick and mortar.

a. Strongly Agree []

b. Agree []

c. Neutral []

d. Disagree []

e. Strongly Disagree []

10. NIB going digital is a good idea.

- a. Strongly Agree []
- b. Agree []
- c. Neutral []
- d. Disagree []
- e. Strongly Disagree []

11. NIB has invested enough fund into electronic banking.

- a. Strongly Agree []
- b. Agree []
- c. Neutral []
- d. Disagree []
- e. Strongly Disagree []

12. NIB can be listed among the highly digitalized competitor bank in Ghana.

- a. Strongly Agree []
- b. Agree []
- c. Neutral []
- d. Disagree []
- e. Strongly Disagree []

13. All NIB electronic project are successful.

- a. Strongly Agree []
- b. Agree []

- c. Neutral []
- d. Disagree []
- e. Strongly Disagree []

PART TWO

SECTION A: EFFECTS OF ELECTRONIC BANKING ON CUSTOMERS.

Please tick the appropriate to indicate your preference.

14. As a service provider which attribute of the bank do customers value the most?

- a. Quality Service []
- b. Trust []
- c. E- Banking []
- d. Type of the Bank []
- e. Location []
- f. Technology Use. []

15. Which factors promote customers to use the new techniques in Banking?

- a. Reduced time of transaction []
- b. Knowledge in technology []
- c. Ease of use []
- d. Cost effectiveness []
- e. Social status []

16. How familiar are most of your customers with computer usage.

- a. No Knowledge []

- b. Beginner []
- c. Average Knowledge []
- d. Advanced []
- e. Expert []

17. Customer level usage of technology. (Tick all that are applicable please) a.

Uses Emails []

- b. ATM card services []
- c. Mobile banking (fast link) []
- d. SMS alert []
- e. E- payment []
- f. Electronic Bank transfer. []
- g. Internet Banking. []

18. Which of the following banking services do customers frequently patronize the most. (Tick all that are applicable to you)

- a. Internet Banking []
- b. Branch Banking []
- c. ATM Banking []
- d. Mobile Banking []
- e. SMS Alert []

FOR CUSTOMERS ONLY

SECTION B: SATISFACTION OF USING ELECTRONIC BANKING SERVICES

19. Promptness of card delivery.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

20. Quality of note loaded in ATM

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

21. Location of ATM.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

INTERNET BANKING

22. Effectiveness of the internet link

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

23. Account information and Balances enquiry.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

24. E- Payment.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

25. Account to account transfer.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

26. Statement request by Email.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

MOBILE BANKING

27. Account to wallet transfer.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

28. Wallet to account transfer.

- a. Extremely satisfied []

- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

29. Account balance and statement enquiry.

- a. Extremely satisfied []
- b. Satisfied []
- c. Neutral []
- d. Dissatisfied []
- e. Extremely dissatisfied []

30. Choose the appropriate challenges experienced often with the E-Banking services.

- a. Card block. []
- b. Debit without dispense. []
- c. Double charges []
- d. Low cash []
- e. Machine out of order. []
- f. Not able to maintain security with E- Banking systems. []
- g. Network not giving fast response. []
- h. Too many steps in transaction processes. []
- i. Leaving transaction unfinished. []
- j. Lack of clear guidelines. []
- k. Failed transactions. []

SECTION C: RELIABILITY AND RESPONSIVENESS ON THE SERVICES.

(Kindly agree or disagree by apportioning the appropriate answer to the questions).

31. Adequate information provided on bank website.

a. Agree []

b. Disagree []

32. Product have up to date content.

a. Agree []

b. Disagree []

33. Request are handled promptly.

a. Agree []

b. Disagree []

34. Quick confirmation for all transaction.

a. Agree []

b. Disagree []

35. Services are performed right the first time.

a. Agree []

b. Disagree []

36. Prompt response to transaction complaint.

a. Agree []

b. Disagree. []

**INTERVIEW GUIDE FOR SENIOR /BRANCH EXECUTIVES OF
NATIONAL INVESTMENT BANK GHANA LIMITED (NIB)**

Date..... Title/ Department/ Branch.....

Gender.....

Questions:

1. Can you kindly share with me what informed the decision for e-banking adoption in NIB?
2. When did NIB roll out its first e-banking channel/products? What were the initial products?
3. What are the e-banking products/services provided by NIB currently?
4. How does each e-banking product/service mentioned function and what value proposition does it promise the customer of NIB?
5. How will you describe the patronage of your e-banking products/services?
6. Which of the e-banking products/services is patronized the most?
7. Do the customers entertain fears in patronizing some of the e-banking products/services?
8. What has been the impact of the e-channels on the performance of NIB?
9. How does the bank make gains from the implementation of e-banking?
10. Does the provision of e-banking products/services affect your Bank's profitability?
11. What are the challenges you face in the implementation of e-banking in NIB?
12. What does the electronic platform hold for the future of NIB and its customers?

Thank you for your time and support.