

Future of e-Banking in India - *An Empirical Study of Employee's Perceptions*

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Abstract

The paper is an attempt to study the perceptions of employee's regarding e-banking services and their future in India. On the basis of five-point likert-type scale, this paper concludes that the employees are satisfied with the working of e-channels and they are agree to use the e-channels but not much satisfied with the knowledge management and behavioral aspects of e-banking. The employees experienced some frustration and a major problem of lack of knowledge of e-channels and their operating ways while dealing with these channels are the most prevalent ones.

Keywords: e-Channels, Employee's Perceptions

1. Introduction

The process of globalization has affected each and every aspect of life where technology has become the forerunner of this dynamic change. In this changing scenario banking sector is not an exception. Banking sector is passing through a crucial transformation stage where all vistas of working are changing at a fast pace and technology is the most dominating factor which helped the banks to have a mix of knowledge with innovative products/services to win the competitive market. Prior to the electronic era, the whole business was done manually while only a little bit business was done through computers, but now a days every transaction is made electronically through various e channels like ATMs, credit/debit cards, smart cards, I-banking, M-banking, EFTs etc, which is also known as e-channels of banks. These e-channels are becoming more popular among the entire banks world over where in India only foreign banks, new private sector banks and a few public sector banks are fully computerized and delivering services to their customers electronically. Public sector banks are also entering this e-age banking but at a very low speed. E-banking is the delivery of banking products and services to retail and wholesale customers through electronic distribution channels. The important role of electronic banking can be seen by looking at the value of electronic payment transactions-In the US, electronic payments

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account for more than 90% of the USD value of payment transactions. This is not unexpected due to the greater advantages of safety, speed, convenience, precision and cost effectiveness of electronic banking over cheque and branch based banking. The major breakthroughs in e-banking are:

- 1947-First general-purpose credit card issued information USA.
- 1967-First ATM installed information London.
- 1970-CHIPS provide US Dollars fund transfer and transaction settlements on line and information real time.
- Late 1970s-home banking started.
- 1985-Electronic data interchange (EDI) extensively used information bank to bank payment systems.
- 1994- Internet banking.

Whether the banks are public owned or private is not the matter of concern, the main thing is the success of every business depends upon its employees. Now the working culture has been totally changes i.e. manual work to computerized where the burden of paper work and delivery time is reduced, database management is improved with lesser strain of work load. The employees feels free, to provide services through e-channels and can spend their saved time on other important activities. If the employees are not satisfied from their job, working conditions, work culture, management etc, they can never make the customer satisfied with better quality services. A big question to be answered for all the banks is how to manage human resources so that optimum production in terms of best services to customers can be get along with the fulfillment of their individuals goals too. There is need to analyze the perceptions of bank employees regarding their working through e-channels in this new electronic era. Some questions arisen from the above discussion are:

- Whether the bank employees are agree and satisfied by working through e-channels or not and to what extent they are satisfied or dissatisfied.
- Have they any problem in dealing e channels. If so what type of problems they are facing and how to solve these problems.
- By working with which type of banks either traditional or e-banking they are more satisfied?

The paper examines the perceptions of bank employees dealing with e banking services.

2. Objectives, Research Methodology and Database

2.1 Objectives

- To study and analyze the satisfaction level of bank employees working with e-channels and predict the future of e-banking
- To examine the problems faced by employees and to suggest some measures to solve these problems.

2.2 Hypothesis

The bank employee's perceptions regarding e-delivery channels are same in three bank groups.

2.3 Database

Survey conducted in Ludhiana District of Punjab, January, 2009.

2.4 Research Methodology

Public sector banks, Old private sector banks, New private sector banks & Foreign banks operating in Punjab form the universe of the study. The present study covers bank branches for those bank groups working in the Ludhiana district. Almost, all the major banks have branches in this holy district.

As it was felt that it would useful to attempt a comparative study among the perception of bank employees providing e-banking services of public sector banks, Indian private sector banks & foreign banks (One Public, One Private & One Foreign bank) having the largest network of branches in the district were identified. The survey of 360 employees of all bank groups have been contacted at random for collecting the data required for the study. The required data were collected from the respondents through well structured and pre-tested questionnaire. χ^2 test is used to know the significant/insignificant difference in the opinion of bank employees.

3. Results and Discussion

3.1 Socio-Economic Background of the Respondents

The socio-economic background of the respondents affects their perception to a large extent. The results in table1 reveal that out of 360 respondents, 37.22 pc belongs to age group of 25-35 & 36-45 years of the remaining are either less than 25 years or above 46 years, maximum employees are either below 3 years experience or above 10 years experience. 47 pc employees are post-graduates & 25 pc employees are graduates.

Table 1 : Socio-Economic Background of the Respondents

Group /Sub Group	Number	Per cent %age
Bank Groups		
G-1	120	33.33
G-2	120	33.33
G-3	120	33.33
Age Groups		
Below 25	44	12.22
25-35	134	37.22
36-45	134	37.22
46-55	40	11.11
Above 55	8	2.23
Job Experience		
Below 3 yrs	90	25.00
3-5 yrs	60	16.67
6-10 yrs	38	10.56
Above 10 yrs	172	47.77
Educational Level		
Matriculate	12	3.33
Graduate	88	24.44
Post Grad.	170	47.22
Professional	90	25.01
All Data	360	100.00

Source : Survey Results

3.2 e-Banking Services are very Necessary

Table 2 indicates the employee's perceptions about e-banking services are necessary or not. Overall 47.22 per cent respondents are agree and 45 per cent respondents are strongly agree that e-banking services are necessary. But on the other hand, only 3.33

Table 2 : Employee's Perceptions : e-Banking Services are very necessary

							Per cent
Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi^2	WAS
Bank Group							
G-1		3.33		55.00	41.67	11.91	1.35
G-2		3.33	6.67	40.00	50.00		1.37
G-3		3.33	6.67	46.67	43.33		1.30
Age Group							
Below 25		13.64	27.27	31.82	27.27	103.17**	0.73
25-35		1.49	2.99	41.79	53.73		1.48
36-45		2.99		49.25	47.76		1.42
45-55				80.00	20.00		1.20
Above 55				25.00	75.00		1.75
Job Experience							
Below 3 yrs		6.67	13.33	37.78	42.22	76.81**	1.16
3-5 yrs		3.33		30.00	66.67		1.60
6-10 yrs		10.53		36.84	52.33		1.32
Above 10 yrs				66.67	33.33		1.33
Educational Level							
Matriculate				66.67	33.33	67.57**	1.33
Graduate		11.36	9.09	56.82	22.73		0.91
Post Grad.			2.35	51.76	45.88		1.44
Professional		2.56		25.64	71.79		1.67
Overall		3.33	4.44	47.22	45.00		1.34

Source : Same as Table 1

Note : * = Significant at 5%, ** = Significant at 1%

per cent respondents are disagree from e-banking services. The maximum average of agree respondents belongs to age group from 45-55 years i.e. 80 per cent. Overall, WAS of among three bank groups is greater than 1. It means majority of respondents are satisfied that e-banking services are very necessary. The chi^ test reveals that the differences in the opinion of employee's of bank groups is insignificant.

3.3 e-Banking is going to Improve Quality of Services

In Information Technology era, e-banking is most popular for their services. Bank group wise in G-I all the respondents are agree that e-banking is going to improve quality of services. Similarly, in Indian private sector and foreign banks majority of respondents are agree regarding above statement and 59.09 pc respondents of below 25 and 75 pc respondents of above 55 are

Table 3 : Employee's Perceptions : e-Banking is going to Improve Quality of Services

							Per cent
Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi^2	WAS
Bank Group							
G-1				71.67	28.33	23.35**	1.28
G-2			3.33	53.33	43.33		1.40
G-3		3.33		58.33	38.33		1.32
Age Group							
Below 25				40.91	59.09	32.87**	1.59
25-35			2.99	59.70	37.31		1.34
36-45		2.99		70.15	26.87		1.21
45-55				65.00	35.00		1.35
Above 55				25.00	75.00		1.75
Job Experience							
Below 3 yrs				62.22	37.78	72.47**	1.38
3-5 yrs				56.67	43.33		1.43
6-10 yrs		10.53	10.53	36.84	42.11		1.11
Above 10 yrs				69.23	30.77		1.31
Educational Level							
Matriculate				100.0		35.17**	1.00
Graduate		4.55		65.91	29.55		1.20
Post Grad.			2.35	64.71	32.94		1.31
Professional				46.15	53.85		1.54
Overall		1.11	1.11	61.11	36.67		1.33

Source: Same as Table 1

Table 4 : Employee's Perceptions : Quality of Inputs and Outputs are Superior in Computerized System

Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi ²	Per cent
							WAS
Bank Group							
G-1		3.33		53.33	43.33	35.57**	1.37
G-2	3.33		3.33	66.67	26.67		1.13
G-3	3.33	6.67	6.67	38.33	45.00		1.15
Age Group							
Below 25		4.55		68.18	27.27	71.31**	1.18
25-35	5.97		2.99	65.67	25.37		1.04
36-45		7.46	2.99	44.78	44.78		1.27
45-55			10.00	30.00	60.00		1.50
Above 55					100.0		2.00
Job Experience							
Below 3 yrs		2.22		71.11	26.67	94.15**	1.22
3-5 yrs	13.33			66.67	20.00		0.80
6-10 yrs		10.53		57.89	31.58		1.11
Above 10 yrs		3.85	7.69	35.90	52.56		1.37
Educational Level							
Matriculate			66.67		33.33	188.67**	0.67
Graduate		6.82	4.55	56.82	31.82		1.14
Post Grad.		2.35		55.29	42.35		1.38
Professional	10.26	2.56		53.85	33.33		0.97
Overall	2.22	3.33	3.33	52.78	38.33		1.22

Source : Same as Table 1

strongly agreed. Overall, the majority of respondents (97.78 pc) are in favour of above statement. Overall, WAS of among three bank groups is greater than 1. It means majority of respondents are satisfied that e-banking is going to improve quality of services. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.4 Quality of Inputs and Outputs is Superior in Computerized System

Bank group wise in G-I majority of respondents are 96.66 pc agree. Similarly, in Indian private sector banks and foreign banks majority of respondents are mostly agree with the above statement. The maximum respondents of age wise majority of the highest and the lowest aged respondents are agree. All the above 55 years age respondents are strongly agree. Overall, the majority of respondents (91.11 per cent) are in favour of regarding above statement. Overall, WAS of among three bank groups is greater than 1. It means majority of respondents are satisfied with above statement. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.5 e-Delivery Channels have Increased the Role of Employees in Banks

Bank group wise in G-I majority of respondents 60 pc respondents agree. Similarly, in group II and III majority of respondents are in favour of e-delivery channels have increased the role of employees in banks. There is 55 pc respondents of 45 to 55 years age and 73.34 pc respondents of 3 to 5 years experience and also 51.28 pc professional respondents are disagree with regarding the above statement. Overall, 58.34 pc respondents are in favour of above statement and 35 pc respondents are against this statement. Overall, WAS of among three bank groups is

significant because it is less than 1. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.6 e-Delivery Channels are going to Reduce the Incidence of Bank Frauds

Bank group wise majority of respondents in public sector banks 61.67 pc respondents are disagree. On the other hand, in Indian private sector and foreign banks less than 50 pc respondents are agree with above statement. Age wise majority of respondents of 25 to above 55 are agree and 50 pc of above 55 years are strongly agree. On the basis of experience majority of highly experienced respondents are disagree. According to qualifications less than 50 pc respondents are agree and 64 pc professional respondents are disagree with regard to above statement. Overall, 46.66 pc respondents are against of above statement and 36.67 pc respondents are in favour of regarding the above statement. Overall, WAS of among three bank groups is insignificant because it is less than 1. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.7 The Future of e-Banking is Bright

The future of e-banking is bright because in the coming days majority of the customers will use e-banking system. Bank group wise majority of all bank groups respondents are agree that the future of e-banking is bright. Overall, the majority of the respondents (91.11 pc) are in favour of above statement. So, we can conclude that e-banking will develop more in coming days. Overall, WAS of among three bank groups is greater than 1. It means majority of respondents are satisfied that the future of e-banking is bright. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

Table 5 : Employee's Perceptions: e-Channels have Increased the Role of Employees

Per cent

Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi^2	WAS
Bank Group							
G-1	6.67	26.67	6.67	55.00	5.00	21.63**	0.25
G-2	6.67	33.33	10.00	36.67	13.33		0.17
G-3	3.33	28.33	3.33	45.00	20.00		0.50
Age Group							
Below 25		27.27		36.36	36.36	82.53**	0.82
25-35	11.94	34.33	8.96	38.81	5.97		-0.07
36-45		22.39	5.97	61.19	10.45		0.60
45-55	10.00	45.00	10.00	25.00	10.00		-0.20
Above 55				50.00	50.00		1.50
Job Experience							
Below 3 yrs	13.33	22.22	6.67	40.00	17.78	85.47**	0.27
3-5 yrs	6.67	66.67	3.33	23.33			-0.57
6-10 yrs		36.84	21.05	36.84	5.26		0.11
Above 10 yrs	2.56	20.51	5.13	58.97	12.82		0.59
Educational Level							
Matriculate					100.0	138.82**	2.00
Graduate	4.55	38.64	4.55	31.82	20.45		0.25
Post Grad.	8.24	20.00	9.41	58.82	3.53		0.29
Professional	2.56	48.72	5.13	35.90	7.69		-0.03
Overall	5.56	29.44	6.67	45.56	12.78		0.31

Source : Same as Table 1

Table 6 : Employee's Perceptions : e-Channels are going to Reduce the Incidence of Bank Frauds

Per cent

Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi^2	WAS
Bank Group							
G-1		61.67	13.33	16.67	8.33	105.63**	-0.28
G-2	10.00	36.67	6.67	16.67	30.00		0.20
G-3		31.67	30.00	35.00	3.33		0.10
Age Group							
Below 25		18.18	9.09	45.45	27.27	100.27**	0.82
25-35	5.97	43.28	11.94	20.90	17.91		0.01
36-45	2.99	52.24	13.43	25.37	5.97		-0.21
45-55		40.00	55.00		5.00		-0.30
Above 55		50.00			50.00		0.50
Job Experience							
Below 3 yrs	4.44	28.89	11.11	28.89	26.67	72.98**	0.44
3-5 yrs	6.67	53.33	3.33	16.67	20.00		-0.10
6-10 yrs	10.53	52.63	5.26	31.58			-0.42
Above 10 yrs		47.44	29.49	14.10	8.97		-0.15
Educational Level							
Matriculate			66.67	33.33		72.99**	0.33
Graduate		45.45	20.45	29.55	4.55		-0.07
Post Grad.	2.35	43.53	9.41	22.35	22.35		0.19
Professional	10.26	53.85	17.95	7.69	10.26		-0.46
Overall	3.33	43.33	16.67	22.78	13.89		0.01

Source : Same as Table 1

Table 7 : Employee's Perceptions : Future of e-Banking is Bright

							Per cent
Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi ²	WAS
Bank Group							
G-1			3.33	65.00	31.67	42.89**	1.28
G-2			3.33	56.67	36.67		1.23
G-3	3.33	6.67	10.00	68.33	15.00		0.92
Age Group							
Below 25				90.91	9.09	73.11**	1.09
25-35			7.46	46.27	46.27		1.39
36-45	2.99	2.99	4.48	74.63	14.93		0.96
45-55		10.00	10.00	50.00	30.00		1.00
Above 55				75.00	25.00		1.25
Job Experience							
Below 3 yrs				64.44	35.56	71.05**	1.36
3-5 yrs				60.00	40.00		1.40
6-10 yrs	10.53		5.26	52.63	31.58		0.95
Above 10 yrs		5.13	11.54	65.38	17.95		0.96
Educational Level							
Matriculate			66.67	33.33		110.92**	0.33
Graduate			6.82	75.00	18.18		1.11
Post Grad.	2.35	4.71	1.18	60.00	31.76		1.14
Professional			5.13	56.41	38.46		1.33
Overall	1.11	2.22	5.56	63.33	27.78		1.14

Source : Same as Table 1

Table 8 : Employee's Perceptions: All Customers will not Accept e-Channels in Future

							Per cent
Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi ²	WAS
Bank Group							
G-1	1.67	10.00	3.33	68.33	16.67	33.11**	0.88
G-2		16.67	13.33	53.33	16.67		0.70
G-3		8.33	3.33	81.67	6.67		0.87
Age Group							
Below 25		9.09		77.27	13.64	70.34**	0.95
25-35		20.90		50.75	13.43		0.57
36-45		2.99	14.93	79.10	14.93		1.06
45-55		15.00	2.99	70.00	10.00		0.65
Above 55	5.00			100.0			1.00
Job Experience							
Below 3 yrs		22.22	13.33	48.89	15.56	63.36**	0.58
3-5 yrs		6.67	13.33	60.00	20.00		0.93
6-10 yrs		21.05	10.53	68.42			0.47
Above 10 yrs	1.28	3.85		83.33	11.54		1.00
Educational Level							
Matriculate				100.0		39.85**	1.00
Graduate		6.82		81.82	11.36		0.98
Post Grad.	1.18	12.94	4.71	62.35	18.82		0.85
Professional		17.95	15.38	58.97	7.69		0.56
Overall	0.56	11.67	6.67	67.78	13.33		0.82

Source : Same as Table 1

3.8 All Customers will not Accept e-Channels in Future

Bank group wise in public sector banks majority of respondents 85 pc respondents are agree that all customers will not accept e-channels in future. Similarly, in Indian private and foreign sector banks are in favour of above statement.

On the basis of experience 64.45 pc respondents of below 3 years experienced employees are agree, 94.87 pc respondents of above 10 years experience are in favour of the statement. Overall the majority of respondents 81.11 pc is in favour of the statement. Overall, WAS of among three bank groups is insignificant because it is less than 1. The chi^ test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.9 e-Banks will not be Able to Convert New Global Challenges into Opportunities

Bank group wise in G-I bank majority of respondents are disagree that e-banks will not be able to convert new global challenges into opportunities. In Indian private sector banks majority of respondents 56.67 pc respondents are agree and in foreign sector banks 60 pc respondents are disagree. On the basis of age group majority of respondents of below 25 to 35 years 53.73 per cent respondents are agree. On the other hand, majority of higher age experienced respondents are disagree with the above statement Overall 48.89 pc respondents are against the above statement. We may conclude that e-banks will be able convert new global challenges into opportunities. Overall, WAS of among three bank groups is insignificant because it is less than 1. The chi^ test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.10 IT will help to Manage Transformation in the Banks

Bank group wise in public sector banks majority of respondents 88.34 pc respondents are agree. Similarly, majority of respondents in Indian private sector banks and foreign sector banks respondents are in favour of above statement. On the basis of age group in 55 years age 75 pc respondents are strongly agreed regarding the statement. Overall, the majority of respondents (85 pc) are in favour of the statement. Overall, WAS of among three bank groups is insignificant because it is less than 1. The chi^ test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.11 IT will make Our Banks More Competitive in e-Age

Bank group wise in public sector banks majority of respondents 94 pc respondents are in favour of IT will make our banks more competitive in e-age. Similarly, majority of respondents in Indian private and foreign sector banks are agreed i.e. 83.33 per cent and 86.66 per cent respectively. On the basis of experience and qualification majority of respondents are in favour of regarding above statement. 46 pc professional respondents are strongly agreed with above statement. Overall, 88.34 pc respondents are in favour of above statement. Overall, WAS of among three bank groups is significant because it is greater than 1. The chi^ test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

Table 9 : Employee’s Perceptions : e-Banks will not be Able to Convert Global Challenges into Opportunities

Group							Per cent	
	S.Disagree	Disagree	UD	Agree	S.Agree	Chi^2	WAS	
Bank Group								
G-1	6.67	60.00	3.33	16.67	13.33	83.23**	-0.30	
G-2		20.00	23.33	40.00	16.67		0.53	
G-3		60.00	6.67	23.33	10.00		-0.17	
Age Group								
Below 25		40.91	27.27	4.55	27.27	67.96**	0.18	
25-35	2.99	31.34	11.94	35.82	17.91		0.34	
36-45	1.49	55.22	8.96	25.37	8.96		-0.15	
45-55	5.00	65.00		30.00			-0.45	
Above 55		100.0					-1.00	
Job Experience								
Below 3 yrs	2.22	35.56	13.33	26.67	22.22	85.03**	0.31	
3-5 yrs	3.33	13.33	26.67	33.33	23.33		0.60	
6-10 yrs	5.26	42.11	10.53	36.84	5.26		-0.05	
Above 10 yrs	1.28	69.23	5.13	21.79	2.56		-0.45	
Educational Level								
Matriculate				100.0		53.53**	1.00	
Graduate	4.55	59.09	9.09	18.18	9.09		-0.32	
Post Grad.	1.18	47.06	7.06	28.24	16.47		0.12	
Professional	2.56	41.03	20.51	25.64	10.26		0.00	
Overall	2.22	46.67	11.11	26.67	13.33		1.46	

Source : Same as Table 1

Table 10 : Employee's Perceptions : IT will help to Manage Transformation in Banks

							Per cent
Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi ²	WAS
Bank Group							
G-1	3.33	6.67	1.67	71.67	16.67	24.87**	0.92
G-2		13.33	6.67	56.67	23.33		0.90
G-3		10.00	3.33	76.67	10.00		0.87
Age Group							
Below 25		9.09	9.09	81.82		78.74**	0.73
25-35		10.45	2.99	58.21	28.36		1.04
36-45	2.99	10.45		74.63	11.94		0.82
45-55		10.00	15.00	75.00			0.65
Above 55				25.00	75.00		1.75
Job Experience							
Below 3 yrs		8.89	8.89	62.22	20.00	35.52**	0.93
3-5 yrs		20.00		56.67	23.33		0.83
6-10 yrs		10.53		89.47			0.79
Above 10 yrs	2.56	7.69	3.85	73.08	12.82		0.86
Educational Level							
Matriculate					100.0	102.88**	2.00
Graduate		15.91	9.09	72.73	2.27		0.61
Post Grad.	2.35	2.35	3.53	71.76	20.00		1.05
Professional		17.95		66.67	15.38		0.79
Overall	1.11	10.00	3.89	68.33	16.67		0.89

Source : Same as Table 1

Table 11 : Employee's Perceptions : IT will make Our Banks More Competitive in e-Age

							Per cent
Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi ²	WAS
Bank Group							
G-1		3.33	1.67	71.67	23.33	39.91**	1.15
G-2		13.33	3.33	43.33	40.00		1.10
G-3		13.33		73.33	13.33		0.87
Age Group							
Below 25		9.09		63.64	27.27	43.77**	1.09
25-35		7.46		56.72	35.82		1.21
36-45		16.42	2.99	67.16	13.43		0.78
45-55			5.00	75.00	20.00		1.15
Above 55				25.00	75.00		1.75
Job Experience							
Below 3 yrs		4.44		57.78	37.78	48.10**	1.29
3-5 yrs		20.00		53.33	26.67		0.87
6-10 yrs		21.05	10.53	52.63	15.79		0.63
Above 10 yrs		7.69	1.28	73.08	17.95		1.01
Educational Level							
Matriculate					100.0	89.13**	2.00
Graduate		15.91		77.27	6.82		0.75
Post Grad.		4.71	1.18	71.76	22.35		1.12
Professional		12.82	5.13	35.90	46.15		1.15
Overall		10.00	1.67	62.78	25.56		1.04

Source : Same as Table 1

3.12 IT will Manage whole Business Efficiently

Bank group wise in public sector banks majority of respondents 81.67 pc respondents are agree. Similarly, in Indian private sector banks and foreign banks are 90 per cent favour of regarding above statement. Overall, the majority of respondents (87.22 per cent) are agree. We may conclude that in the coming era IT will manage whole business efficiently. Overall, WAS of among three bank groups is significant because it is greater than 1. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.13 IT will Create More Opportunities to Compete in the Global Market

Bank group wise G-I 80 pc respondents are agree that IT will create more opportunities to complete in the global market. Similarly, in case of group II and III are agreed regarding the above statement. Age group wise 72.73 pc respondents of below 25 years and all the respondents of above 55 years are agree and majority of other age groups are in favour of above statement. Education level wise majority of graduate, post-graduate and professional respondents are in favour of above statement. Overall, the majority of respondents (73.33 per cent) are in favour of regarding above statement Overall, WAS of among three bank groups is insignificant because it is less than 1. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.14 Per Transaction Cost will be Effective

Bank group wise in group I 76.66 pc respondents are agree that per transaction cost will be decreased. But, in Indian private sector bank 40 pc respondents are disagree. 80 pc respondents of foreign banks are agree regarding above statement. On the basis of experience 46.67 pc respondents of below 3 years are agree. 85.90 pc respondents of above 10 years are in favour of regarding

above statement, 42.11 pc respondents of 6 to 10 years experience are disagree.

Education level wise all the matriculate respondents are agree. 66.71 pc post-graduate respondents are agree. But, 28.21 pc professional respondents are disagree that per transaction cost will be decreased. Overall, the majority of respondents (66.67 pc) are in favour of above statement. Overall, WAS of among three bank groups is insignificant because it is less than 1. The chi² test show that the differences in the opinion of bank group respondents is significant at 1% LOS.

3.14 Improving the Services to the Depositors (Give Ranks to Various Factors)

On the basis of the responses regarding above statements for improving the services to the depositor’s majority of the respondents ranked first to customer education & counseling among other services.

Simplification of rules formats; procedures etc., personalized services/door-step service and making working time flexible are considered better. They are ranked second, third and fourth. Mechanism of automation, Greater trust in staff and staff training are considered good. They are ranked fifth, sixth and seventh respectively. Gearing up grievances are not preferred by bank employees.

3.15 Rank the Problems You Face While Performing Your Duty

On the basis of responses regarding problems you face while performing your duty majority of respondents ranked I to work overload other than different problems. Improper work environment, Lack of cooperation with employees, and lack of co-operation with employer are considered more problems. They ranked second, third and fourth respectively. But

Table 12 : Employee’s Perceptions Regarding IT will Manage whole Business Efficiently

Per cent

Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi ²	WAS
Bank Group							
G-1		6.67	11.67	65.00	16.67	46.51**	0.92
G-2		10.00		53.33	36.67		1.17
G-3		10.00		73.33	16.67		0.97
Age Group							
Below 25				81.82	18.18	37.80**	1.18
25-35		10.45	5.97	49.25	34.33		1.07
36-45		13.43	2.99	65.67	17.91		0.88
45-55			5.00	80.00	15.00		1.10
Above 55				100.0			1.00
Job Experience							
Below 3 yrs		4.44	4.44	55.56	35.56	83.23**	1.22
3-5 yrs		13.33	6.67	46.67	33.33		1.00
6-10 yrs		42.11		47.37	10.53		0.26
Above 10 yrs		2.56	3.85	78.21	15.38		1.06
Educational Level							
Matriculate					100.0	59.68**	2.00
Graduate		6.82	2.27	79.55	11.36		0.95
Post Grad.		7.06	7.06	63.53	22.35		1.01
Professional		12.82		56.41	30.77		1.05
Overall		8.89	3.89	63.89	23.33		1.02

Source : Same as Table 1

Table 13 : Employee's Perceptions Regarding IT will Create More Opportunities to Compete the Global Market

							Per cent	
Group /Sub Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi^2	WAS	
Bank Group								
G-1	3.33	3.33	13.33	73.33	6.67	62.79**	0.77	
G-2	3.33	20.00	20.00	30.00	26.67		0.57	
G-3	3.33	6.67	6.67	61.67	21.67		0.92	
Age Group								
Below 25		9.09	18.18	40.91	31.82	46.30**	0.95	
25-35	7.46	14.93	14.93	41.79	20.90		0.54	
36-45	1.49	8.96	8.96	67.16	13.43		0.82	
45-55			20.00	65.00	15.00		0.95	
Above 55				100.0			1.00	
Job Experience								
Below 3 yrs	8.89	8.89	11.11	44.44	26.67	55.56**	0.71	
3-5 yrs	3.33	20.00	23.33	46.67	6.67		0.33	
6-10 yrs	5.26	21.05	10.53	42.11	21.05		0.53	
Above 10 yrs		2.56	12.82	67.95	16.67		0.99	
Educational Level								
Matriculate				33.33	66.67	40.52**	1.67	
Graduate		9.09	19.09	68.18	13.64		0.86	
Post Grad.	5.88	8.24	8.24	52.94	16.47		0.66	
Professional	2.56	17.95	17.95	56.41	12.82		0.59	
Overall	3.33	10.00	13.33	55.00	18.33		0.75	

Source : Same as Table 1

Table 14 : Employee's Perceptions : Per Transaction Cost will be Effective

							Per cent	
Group /Sub Group	S.Disagree	Disagree	UD	Agree	S.Agree	Chi^2	WAS	
Bank Group								
G-1		6.67	16.67	63.33	13.33	69.28**	0.83	
G-2	6.67	33.33	16.67	26.67	16.67		0.13	
G-3	3.33	6.67	10.00	65.00	15.00		0.82	
Age Group								
Below 25		9.09	40.91	40.91	9.09	86.64**	0.50	
25-35	8.96	20.90	14.93	40.30	14.93		0.31	
36-45		14.93	5.97	65.67	13.43		0.78	
45-55		10.00	15.00	60.00	15.00		0.80	
Above 55				25.00	75.00		1.75	
Job Experience								
Below 3 yrs	13.33	17.78	22.22	26.67	20.00	99.50**	0.22	
3-5 yrs		26.67	16.67	50.00	6.67		0.37	
6-10 yrs		42.11	10.53	36.87	10.53		0.16	
Above 10 yrs		5.13	8.97	67.95	17.95		0.99	
Educational Level								
Matriculate				100.0		48.55**	1.00	
Graduate		9.09	18.18	65.91	6.82		0.70	
Post Grad.	7.06	15.29	12.94	44.71	20.00		0.55	
Professional		28.21	7.69	51.28	12.82		0.49	
Overall	3.33	15.56	14.44	51.67	15.00		0.59	

Source : Same as Table 1

Table 15 : Rank the Statements for Improving Service

Item	Average Rank	Average Score	Total Score	Overall Ranking
<input type="checkbox"/> Customer education & counsel.	3.54	61.94	1964	1
<input type="checkbox"/> Personalized services	4.22	53.47	1720	3
<input type="checkbox"/> Gearing up grievances	5.09	42.64	1408	8
<input type="checkbox"/> Mechanism & automation	4.52	49.72	1612	5
<input type="checkbox"/> Simplification of rules...	4.00	56.25	1800	2
<input type="checkbox"/> Staff training	5.07	42.92	1416	7
<input type="checkbox"/> Making working time flexible	4.41	51.11	1652	4
<input type="checkbox"/> Greater trust in staff	4.90	45.00	1476	6

Source : Same as Table 1

unfortunately, lack of knowledge about IT and delayed important information are not considered more than other problems and they ranked fifth and sixth respectively.

Table 16 : Rank the Problems of e-Channels

Item	Average Rank	Average Score	Total Score	Overall Ranking
<input type="checkbox"/> Lack of knowledge about IT	3.78	45.37	1160	5
<input type="checkbox"/> Lack of coop. with employees	3.40	51.67	1296	3
<input type="checkbox"/> Lack of coop. with employer	3.72	46.30	1180	4
<input type="checkbox"/> Work overload	2.74	62.59	1532	1
<input type="checkbox"/> Improper work environment	3.33	52.78	1320	2
<input type="checkbox"/> Delayed imp. information	4.02	41.30	1072	6

Source : Same as Table 1

4. Strategies

e-Banking is a major issue for all the banks especially in the current transformation era. Therefore, special care is needed to manage these services efficiently to make the bank employees satisfied with the working conditions etc. so that they can further provide best services to the valuable customers. Due to e-banking system, work culture is totally changed and there are some problems due to which employees feel uncomfortable to work electronically. Hence, there is a need to solve these problems with effective implementation of some strategies to make e banking more popular among the employees.

- Effective training especially on the job should be given to all the employees engaged in e banking system and are in need to work efficiently so that their stress and confusion can be eliminated.
- To access training needs, it will be more effective to fix meeting for every last day of month to listen their problems, confusion. It will help to eliminate their frustration due to some difficulties and technical problems occurred during their working hours.
- Research and development is an important task to grow and lead in today’s competitive market. So every bank should establish separate department by involving all the employees with creative brain and by welcoming their suggestions to motivate them, which will help to provide innovative services to the customers.
- Make all the employees up to date by providing every current information for any aspect of banking services and

- products to develop knowledge management concept.
- From the survey it is observed that the problem of lack of knowledge regarding new channels and how to operate and use these channels is a major bottleneck in the way of progress of e banking channels. so firstly trained the employees about each and every new concept of e banking system only then they can provide right information to the customers to make them aware about these e-channels. Customers prefer to know anything better on the counter so arrange demo for how to use e channels at the counter rather through advertisement in newspaper and television etc.
- Every bank should establish separate HRD department, which can control all the aspects/issues, related to human resources. It is necessary because now it has become a continuous and full time process to create, develop and then maintain the human resources in a way to make them more efficient and adaptable to the changing environment.

5. Limitations

The present study is only concerned with Punjab State and small sample of 360 bank employees of only three bank branches of public sector, Indian private and foreign banks. It is only due to the shortage of the time and funds.

6. Future Area of Intensive Research

- E-banking in rural sector
- E-banking in rural areas and micro finance
- Problems of employee’s to implement e-delivery channels

7. Conclusion

The paper concludes that employee’s are satisfied with the working of e-channels, and they are agree to use the e-channels but still they are facing some problems. To make the employees more efficient and getting their services to the desired goals, it is necessary to make them satisfied with their jobs by providing proper training, friendly work environment and up to date knowledge about all the customers demands/queries. e-banking is at infant stage in the Indian banking industry but have enveloped the whole banking industry into a single net. Hence, there is a need to improve and make some effective and practical efforts from banks.

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Annexure Questionnaire/Schedule

(Demographic Profile of the Respondent)

- I Bank Group
- G-I
- G-II
- G-III
- II Present age (in years)
- Less than 25
- Between 25 to 35
- Between 36 to 45
- Between 46 to 55
- Above 55
- III When did you start your job in this bank?
- Less than 3 years
- 3 to 5 years back
- 6 to 10 years back
- Above 10 Years
- IV Educational background
- Matriculate
- Graduate
- Post – Graduate
- Professional Degree

To What Extent, Do You Agree with the Following Statements

Statements	SA	A	UD	DA	SDA
E-banking services are very necessary					
E-banking is going to improve the quality of customer services in banks					
Quality of inputs and outputs of computerized system is superior as compare to manual system					
E-delivery channels have increased the role of employees in banks					
E-delivery channels are going to reduce the incidence of bank frauds					
The future of e-banking is bright					
All customers will not accept e-channels in future					
E-banks will not able to convert global challenges into opportunities					
IT will help to manage transformation in banks					
IT will make our banks more competitive in e-age					
IT will manage whole business efficiently					
IT will create more opportunities to compete in global market					
Per transaction cost will be effective					

Rank the following statements for improving the services to the depositors

- | | | |
|--------|---|--------------------------|
| | Rank (1 to 8) | |
| (i) | Customer education & counseling | <input type="checkbox"/> |
| (ii) | Personalized services/door-step service | <input type="checkbox"/> |
| (iii) | Gearing up grievances | <input type="checkbox"/> |
| (iv) | Mechanism & automation | <input type="checkbox"/> |
| (v) | Simplification of rules, formats, procedures etc. | <input type="checkbox"/> |
| (vi) | Staff training | <input type="checkbox"/> |
| (vii) | Making working days/hours more flexible | <input type="checkbox"/> |
| (viii) | Greater trust in staff | <input type="checkbox"/> |

Which type of Problems You Face while Performing your Duty? Please Rank and Rate.

Problems	Ranks 1 to 6	To large extent	To some extent	UD	A little extent	Very little extent
(i) lack of knowledge regarding IT						
(ii) lack of cooperation & coordination among employees						
(iii) lack of proper cooperation between you & your employer						
(iv) overload of work						
(v) lack of proper work environment						
(vi) delay in some important information regarding your work						