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ELECTRONIC BANKING AND CUSTOMER SERVICE: A CASE STUDY OF BARCLAYS BANK,  
WA BRANCH

BY

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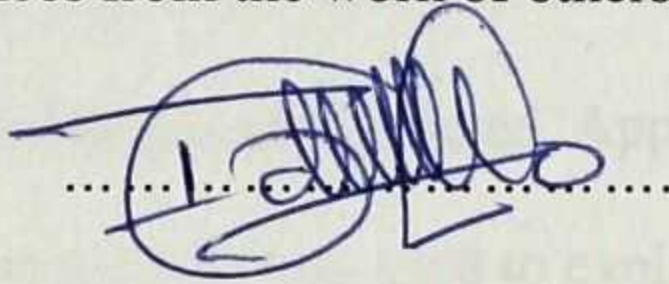
2014



## DECLARATION

I hereby declare that the submission of this compilation is the true findings of my own researched work presented towards an award of a second degree in the Common Wealth Executive Masters of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person nor submitted to any other university or institution for the award of degree except where due acknowledgement has been made in text. However, references from the work of others have been clearly stated.

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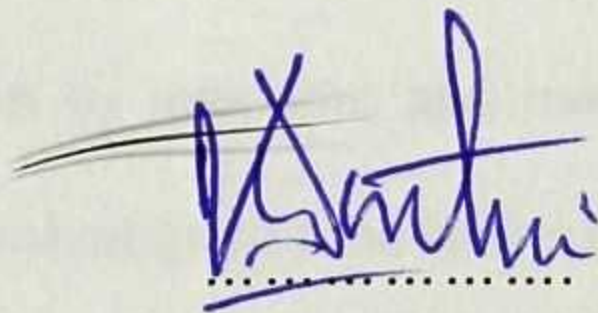
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## ABSTRACT

The study sought to examine critically electronic banking and customer service at Barclays bank Wa branch as focus of the study. The study was aimed at finding and providing an understanding of the rate of usage of electronic banking services, determining the willingness of customers to pay for electronic banking services and to determine among other things the effectiveness of electronic banking services in customer satisfaction. The study was carried out using primary data. In arriving at the data for the study, two hundred participants were used. Questionnaires were accordingly administered. Appropriate frequency tables and charts were used. A simple regression analysis was used to explain the relationship of the use of the banks electronic banking service and how it influences their coming to the banking hall. The present study found that customers response to electronic banking to be positive as it encouraged some of them to bank with Barclays and also some of them willing to recommend the bank to other customers because of its electronic banking services. The study also revealed that a greater percentage of customers subscribe to the electronic banking products rolled out by the bank. The study also found that customers are willing to pay for electronic banking services because of its benefits. Finally the study revealed that electronic banking has had positive impact on customer services. The study recommended that more attention should be given to interment and mobile banking to ensure better delivery of services to increase the profitability of the bank as this could be paid for when well packaged. It ends by clarifying that all technology advancement is vital to the growth and sustainability of the banking industry and that positive attitude of management and staff towards this phenomenal trend is a necessary condition for developing appropriate procedures, process and resolution.



## DEDICATION

This work is first foremost dedicated to the Almighty Allah for given me the strength, wisdom and direction for a successful work. I will also wish to dedicate it to my wife, Abdul-Somed Ramatu and my children ( Anamzoya, Suglo and Npagya).



## ACKNOWLEDGEMENT

It is worthy to appreciate those who have in one way or another contributed in making this work a reality.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the study**

The radical development in information technology and communication has brought in its wake electronic revolution in the banking sector in the world and Ghana is not an exception. It was only in the 1990s, according to some research that Electronic business probably began the electronic data exchange in the 1960s(Zwass 1996) However Melaw (2008) suggest that it was only in the 1990s, primarily via the internet that Electronic Business has emerged as a core feature of many organizations. In his estimation the hope was that E\_Business would revolutionize the ways in which organizations interact with customers, employees, suppliers, and partners. According to Woherem(2000), Electronic Banking is facilitated by the advent of computer which has led to unprecedented explosion when deliberate efforts are made to apply it to commercial transactions especially in the banking industry. Its application continues to change the way banks and their corporate relationship are organized worldwide. The pressure of globalization, deregulation and fast changing technology has made it necessary for banks who want to survive in the turbulent environment need to take a second look at service and delivery system in order to properly position them within the framework of the dictates of dynamism of information technology(Woherem,2000).

In Ghana, retail electronic Banking is at the infant stage especially in Wa as many transactions are still being carried out manually. Great deals of efforts and investment have been done to change this disturbing trend. The wasting time for customers is still relatively long and the



lines". A lot of problems still exist in funds transfer, tracing of accounts, transaction history, ordering of bank statement and retrieval of account balances.

In Ghana, the first information and communication technologies (ICTs) used in the banking sector were generally office automation devices such as telephone, telex, and facsimile. The adoption of these devices remained in use for years, to help speed up operations and efficiency in serving clients. Over time, the importance of ICTs in changing the way business transactions are conducted and meeting the growing demands of customers increased in the late 1980s, as competition intensified. New technology introduced at the time was personal computer (PC). Most Ghanaian banks began to use PCs in back-office operations and later by tellers to service clients as well. Advancements in computer technology saw the banks networking their branches and operations thereby making the one-branch philosophy a reality. Barclays Bank (Ghana) and Standard Chartered Bank (Ghana) pioneered this very important electronic novelty, which changed the banking landscape in the country (Abor, 2004)



Afterwards, the existence of electronic delivery channels collectively known as e-banking followed subsequently. Many established banks in the country began with Automated Teller Machines (ATMs). For instance; in 1995, the Trust Bank Ghana installed the first ATM and in 2001, Ghana Commercial Bank started its ATM networks in collaboration with Agricultural Development Bank. Additionally, as at 2004, other banks such as Barclays Bank (Ghana), Standard Chartered Bank (Ghana.) and Ecobank Ghana Limited operate ATMs in Ghana. The most innovative electronic delivery channel in the country and worldwide has been the ATM. Awuku (2011). An observation from a study, in Abor (2004) reveals that 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 country, by being networked, so people do not necessarily have to go to their branch to do some banking. Another electronic innovation was the electronic cards, developed over a period of time. The first was known as Sika Card'- a value a cash card loaded electronically, by SG-SSB in May 1997. Again in 2001, the first debit card in Ghana by Standard Chartered Bank was launched and that also have been recently integrated with ATM cards, as they are accessed in the same manner. The third was the E- Card'from Ecobank, Cal Merchant Bank and the Trust Bank in November 2001. The E-Card is online in real time; therefore any changes occurring in the account is automatically reflected.

In spite of the numerous benefits from the utilization of ATMs and electronic cards, the idea of improving in areas of competition, profits, performance and convenience to customers made it possible for the banking industry to develop another form of e-banking innovation called Personal Computer (PC) banking service. An ICT innovated to make home and office banking services a reality. PC banking services is provided to customers mainly to corporate clients' with



proprietary software to access their bank account, sometimes via the World Wide Web (WWW).

Some banks offering PC banking includes Ghana Commercial Bank, Stanbic Bank (Ghana.), Barclays Bank (Ghana), Ecobank (Ghana.), and Standard Chartered Bank (Ghana).

However, the idea of increasing the point of convenience and time, used in transacting business in the banking industry lead to the development of telephone banking services. This service aims at providing credible information about banks products and services, bank statements, cheque book request and complaints and inquires from clientele. Telephone banking was launched initially in August 28, 2002 by Barclays bank (Gh.) and immediately followed by SSB Bank in September 19, 2002 as \_Sikatel\_ or \_SSB Call Centre\_. (Awuku, 2011)

In a while, the use of mobile phones as a medium for conducting banking transactions also emerged in the industry. It was as a result of the high patronage of mobile phones by individuals in Ghana for their personal and business communications that banks thought it wise to introduce mobile banking (or SMS banking) to perform some kind of financial services.(GhanaWeb2005).

Barclays bank (Ghana) Wa branch was the first to introduce SMS alert in 2008 in the Wa municipality.



Electronic Banking is been looked at from different angles. It is defined as the deployment of banking services and products over electronic and communication networks directly to customers. (Singh and Malhotras, 2004).

The chartered institute of Bankers(CIB) however defines electronic banking as , 'Any banking service delivered to the customer by means of a computer controlled system that does not directly involve the inside of the bank's brick-and-mortar branch".

Blur(1996), describe electronic banking as electronic connection between the bank and the customer in order to prepare, manage and control financial transactions.

According to AL-Abed (2003), Electronic banking is defined as an umbrella term for the process by which a customer may perform banking transactions electronically without visiting brick-and-mortar institutions.

For the purpose of this research the researcher, defines electronic banking as a service that allows customers to use some form of computer to access account- specific information and possibly conduct transactions from a remote location-such as the home or at the work place.

Electronic banking includes familiar and relatively mature electronic-based products in developing markets of which Ghana is not an exception. It includes but not limited to Automated Teller Machines (ATM), Internet Banking, Mobile banking, Point of sale (POS) devices, SMS alert systems, Electronic clearing systems and SMS alert system.

Rose (1999); described ATM as " ATM combines a computer terminal, record keeping system and cash vault in one unit, permitting customers to enter the bank's book keeping system with a plastic card containing a personal identification number(PIN) or by punching a special code



Number into the computer terminal linked to the bank's computer records 24 hours a day". Once access is obtained, it offers several retail banking services to customers. They are mostly located outside of the banks at airports, markets, transport terminals, malls and of late campuses of educational institutions. ATM provides varied financial services such as cash deposits, balance enquires, request for cheque books, bill payments and funds transfer between two or more accounts.

Telebanking also referred to as telephone banking can be considered as a form of remote or visual banking which is essentially the delivery of branch financial service via telecommunication devices where the banks 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). Closely related to the telebanking is the SMS alert that gives text message to customers on every transaction on his/her account. The system also gives periodic balances on the account.

Another tool of the electronic banking is 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 accounts, given compliance with stringent security checks. The internet platform enabled customers to make fund transfer, request for cheque books, request for draft and other banking services, check their balances instantly and print their statement of accounts at the comfort of their homes or offices. An electronic fund transfer at the point of sale is an online system that allows customers to transfer funds instantly



from their bank accounts to merchant accounts when making purchases (at purchase point). A POS uses a debit card to activate an electronic fund transfer process (Chorafas 1988).

The benefits of this 21<sup>st</sup> century banking are numerous and varied. Its introduction would increase the potential of business to attain greater productivity and profitability as trading and transactions, which would be carried out via communication networks, would be a lot faster and distance would no longer be a barrier to effective transactions (Fagbayi 2003).

According to Sargent (2000), the benefit of E-banking are manifold and are to be seen from the point of view of the banks themselves, customers and even the regulators. According to him, for banks, E-banking brings different and arguably lower barriers to entry opportunities for significant cost reduction; the capacity to rapidly re-engineer business process and greater opportunity to sell cross border. For the potential benefits are more choice, greater competitive and better value for money; more information; better tools to manage and compare information; and faster service.

Some of the key drivers of offering E-banking service include reducing transaction cost, increasing convenience, availability and timelines of transactions and improving accessibility for better fund administration (Brown and Molla, 2005). Achieving these objectives tend to contribute strategic benefits in terms of better customer relation management, increase customer base and improve market image.

The world is now a global village, many people in varied business and trades have access to the internet through their computer or blackberry most of the time and can literally bank 24 hours in a day. This is one of the biggest advantage of electronic banking.(Charway, 2010). One does not



have to go to the bank's branch to request a financial statement. You can download it from your online bank account which shows you up to the minute updated figures. He added that thousands of transactions can be dealt with in a day and there is absolutely no delay in your transactions. He added that Ghanaian banks today are seriously into new electronic delivery channels for banking products and services with aim of delivery better services and satisfying customers the more. Banks that cannot offer these services are on regular bases losing valuable customers.

Barclays has operated in Ghana for ninety five years. It is a wholly owned subsidiary Barclays Bank PLC. Its vision is to become the best bank in Ghana, making lives much easier for its customers, employees and other stakeholders. Barclays Bank of Ghana limited has an extensive retail and corporate banking network across the country, comprising 59 branches, 7 agencies, 10 premier life centre's, 2 premier and 8 local business centres. Barclays has 135 ATMS spread across 90 locations nationwide. The bank has introduced exciting products and prominent amongst them is the visa debit card, a product which enable customers to make withdrawals over 1.4 million visa branded ATMS worldwide, including Ghana. Other new products include the Barclay's internet banking, mobile banking, statement and SMS alert. All ATM transactions with effect from April 2011 have been made free of any charges in our continuous quest to make lives of our customers much easier. Currently Barclays bank has installed ATMs that accept cash deposits.

- 1.—'Customer value needs to be seen from the customers' viewpoint in terms of value s/he sees in interacting with the organization' (Customers value foundation, 2007). Ho and CO, (2008) think that online banking service providers should focus more on existing customers and possibly sign them up even when they open traditional accounts stressing



the importance of taking into accounts customer preferences. Barver et al, (2004) argue that customer satisfaction and customer retention prove to be key success factors in electronic banking. Customer satisfaction is intertwined with customer value perception, (Setijono and Dahlgaard 2007) Ultimately, it is by understanding what kind of value that online banking provides for customers that providers are better enabled to create the actions that will enhance customer adoption of the service(Laukkanen 2007). Stressing the need for managers to bring internal operations for their organizations in line with customer's value. (Woodruff 1997) raises some general questions regarding system delivery operations as- What exactly do customers value ; Of all the things customers value, which one should we focus to achieve advantage; How well do customers think we deliver that value; Will what customers' value change in the future.

## 1.2 Statement of the Problem

The Ghanaian Banks today of which Barclays is not an exception are seriously into new electronic channels for banking products and services with the aim of delivering better services and satisfying customers more. Banks that cannot offer these services are on regular bases loosing valuable customers.

Charway, (2010), Head of products and channel management of Stanbic Bank says that electronic banking although easily accessible and reliable has not been Ghanaian customer first choice in banking because of the difficulty to embrace change. Ghanaians, he stressed will like to stick to familiar ways of doing things. He attributed this worrying trend to the fear of hackers



hacking into the system and manipulating their accounts. He also noted that high illiteracy rate among customers and ICT illiteracy rate is hampering the use of electronic banking.

It is therefore worthy to examine critically customer rate of usage of electronic banking channels, personal characteristics that influence its usage, the willingness of customers to pay for such services and effectiveness of electronic banking in customer satisfaction. These problems have therefore provoked a study on electronic banking and how it improves on customers.

### **1.3 Objectives of the Study**

In Ghana banking is one of the service industries which is significant to the growth of its emerging economy. Banks need to find ways of improving its products and service deliveries. It will be prudent that banks took a second look at electronic banking-the benefit to the bank and customers alike. The purpose of this study is to examine the status of electronic banking and the inherent benefits to its customers.

The specific objectives to be achieved are;

1. To ascertain rate of usage of the electronic channels introduced by the bank
2. To determine personal characteristics that influence E-banking services
3. To determine the willingness of customers to pay for E-banking services
4. To determine the effectiveness of E-banking in customer satisfaction



## 1.4 Research Questions

The research questions to be addressed by this study will be

1. What is the rate of usage of electronic banking?
2. Does personal characteristics influence the use of E-banking products?
3. Will customer be willing to pay for E-banking services?
4. Does E-banking lead to customer satisfaction

## 1.5 Significance of the Study

The significant of the study can be seen in the fact that the outcome can be used by Barclays to determine the real impact of the huge investment the bank is making in electronic banking. It will also afford the bank the opportunity to determine whether its introduction has improved customer service and whether it could form a base to charge for such services. In the light of the above, the study will improve our understanding of the following as they apply in the situation of Barclays:

1. Which of the electronic products ~~is mostly~~ used by customers?
2. Do personal characteristics influence its usage?
3. Will customers be willing to pay for such a service?
4. Do E-products improve on customer satisfaction?



## 1.6 Scope of the Study

In this study, it is supposed that electronic banking concerns the recognition of business opportunities based on ICT. The exploitation of these opportunities for electronic banking gives competitive edge and improves customer service. This is looked at in respect of whether customers patronize the electronic banking channels churned by the bank and whether it is a tool that can improve on customer service.

Due to time and financial constraints, the study concentrates on Barclays bank Wa mainly because it is within reach of the researcher as is the only branch in the upper west region where researcher works.

## 1.7 Organization of the Study

This work presents the reader with five major chapters.

Chapter one introduces the topic. The introduction looks at the historical background of electronic banking. It also looks at the definitions of concepts and what electronic banking entails. It further looks at the benefits of electronic banking from the viewpoint of other writers.

The introduction is concluded by looking at overview of Barclays and what it offers in terms of electronic banking not forgetting of an overview of what customer service entails.

The chapter goes further to examine what the research seek to achieve and the questions that need to be answered in order to achieve the said objectives. The chapter concludes by looking at the specific areas to be covered and how the research work is organized.



Chapter two provides the literature studies already covered on the topic and how related or relevant is it to the study. Several literatures will be reviewed on different perspective on electronic banking. The chapter will look at reviews done on the topic which will serve as a conduit for further research on the topic.

Chapter three discusses the tools and methods adopted in the data collection process. Under the chapter the writer captures in separate headings a research designs, the population of the study, the sources of the data used and the instruments used to collect the data.

Chapter four discusses the findings from the research questions administered. This is done by the use of percentages and illustrations from diagrams. The chapter also analysis the research findings from the question by grouping them under subtopics to assist in the analyses process.

Chapter five which is the final chapter gives a conclusion of the research findings based solely on information taken from respondents. This chapter also suggests recommendations that the bank and customers alike will use to take full advantage of electronic banking and to deal with all misconceptions related to the topic.



## CHAPTER TWO

### LITERATURE REVIEW

It is gratifying to note a lot of studies have been credited on electronic banking and in some cases e-business. The studies mostly concentrated on the channels and benefits derived by the financial institutions and in some cases barriers for the adoption of electronic banking. However not so much has been done on the impact on customer service which is the main focus of this study. Even though it is not easy getting information that relate to the objectives of my study, some articles provide basic concepts needed for the research. The following sub-topics were reviewed: Historical background of electronic banking, definition of the concepts, the composition of electronic banking, the benefits of electronic banking and the barriers for the adoption of electronic banking.

#### 2.1 Historical background of Banking

Banking is the business of providing financial services to business and individuals.( Awuku, 2011). Banks provide basic services such as checking accounts for payments and purchase goods and services, savings accounts, time deposits for the purpose of saving money for future use. Loans for consumers and businesses-to purchase goods and services and basic cash management services such cheque encashment ~~foreign~~ currency exchange. Four types of banks specialize in offering these basic banking services: commercial banks, savings and loans associations, savings banks and credit unions. (Awuku, 2011).

A broader definition of a bank is any financial institution that receives, collects, transfers, pays, exchange, leads, invests or safeguards money for its consumers. This broader definition includes



services such as cheque encashment and foreign currency exchange. Four types of banks specialize in offering these basic banking services: commercial banks, savings and loans associations, savings banks and credit unions. (Awuku, 2011).

A broader definition of a bank is any financial institution that receives, collects, transfers, pays, exchange, lends, invests or safeguards money for its consumers. This broader definition includes many other financial institutions that are not usually thought of as banks but which nevertheless provide one or more of these broadly defined banking services. These institutions include finance companies, investment companies, insurance companies, pension funds, investment banks, security brokers and dealers, mortgage companies and real estate investment trust.

Banking services are extremely important in a free market economy. Banking services serve two primary purposes. First by supplying customers with basic medium of exchange (cash, checking accounts and credit cards). Banks play a key role in the way goods and services are purchased, without these familiar method of payments goods could be exchanged by barter( trading one good for another) which is extremely time consuming and inefficient. Second by accepting many deposits from savers and then lending the money to borrowers, banks encourage the flow of money to productive use and investment. This in turn makes it possible for the growth of the economy. Without this flow savings would sit idle in someone safe or pocket, money will not be available to borrow, people would not be able to purchase cars or houses and business would not be able to build the new factories the economy needs to produce more goods and grow. Enabling the flow of money from savers to investors is called financial intermediation and it is extremely important to a free market economy.



According to Abor(2004), he intimated that the earliest forms of electronic and communication technologies used were mainly office automation devices, telephone, telex and facsimile were employed to speed up and make more efficient, the process of serving customers. For decades, he emphasized that remained the main information and communication technologies used for transacting bank business.

He added that later in 1980s, as competition intensified and personal computer(PC) gained prominence. Ghanaian banks begun to use them in back-office operations and later tellers used them to serve customers. The advancement of computer technology saw the networking their branches and operations thereby making the one branch philosophy a reality. He added that Barclays bank and Standard Chartered bank (Ghana) championed this novel idea which marked the change in landscape in the banking industry in Ghana. He emphasized that the most revolutionary electronic innovation in this country and the world over has been the ATM. The TRUST Bank installed the first ATM in Ghana in 1995. These paved the way for the other banks to follow suit.

Another technological innovation in Ghana is the various electronic cards which the banks have developed over the years. The first major cash card as estimated by Ablor is a product of SG-SSB in may 1997. Telephone banking added to the list of innovations banks in Ghana. Barclays bank(Ghana) launched its telephone banking service in August 28, 2002 according to Ablor (2004) .SG-SSB Bank also launched its "SSB call centre" (telephone banking) in September 19, 2002, the services available with this system are ascertaining credible information about the banks products, customers complain, bank statements and cheque book request and any other complains and inquiry.



E-Business probably began with electronic data interchange in the 1960s(Zwass 1996).However (Melao 2008) suggests that it was only in the 1990s primarily view internet that e-business emerged as a core feature of many organizations. In his opinion, the hope was that e-business would revolutionize the ways in which organization interact with customers, employees, supplies and partners. Some saw e-business as part of a recipe to stay competitive in the global economy.

## **2.2 Definition of Electronic Banking**

According to AL-Abed, (2003) Electronic banking is defined as “an umbrella term for the process by which a customer may perform banking transactions electronically without visiting a brick-and-mortar institution.

Lustic described electronic banking as a variety of the following platforms Internet banking, telephone banking, and mobile phone based banking and PC banking.

Burr, (1996) described electronic banking as an electronic connection between the bank and the customer in order to prepare, manage and control financial transactions.

Singh and Molhotrad, (2004) defines electronic banking as the deployment of banking services and products over electronic and communication networks directly to customers.

The chartered institute of bankers (CIB), defines electronic banking as ‘any banking service delivered to customers by means of a computer controlled system that does not directly involve the inside of the banks brick-and-mortar branch’



According to the federal financial institution examination council, (FFIEC)(2005). Electronic delivery channels collectively known as electronic banking (E-BANKING) is defined as the automated delivery of new and traditional banking products and services directly to customers through electronic interactive communication channels. The use of e-banking involve personal computer(PC), automated teller machines(ATM),telephone banking, internet banking, branch networking and electronic fund transfer at point of sale(EFTPOSS) to enable financial institutions to transact business, access accounts or obtain information on financial products and services.

### **2.3 The Benefits of Electronic Banking**

Alco, (2001) states that it will cost all parties (the bank, service providers, customers etc) \$1.27 for a banking transaction( could be as little as making a cash withdrawal) at a bank branch and \$0.27 using an ATM machine and \$0.01 banking using the internet. And in addition AKO emphasized that doing business electrically does not only reduce cost but tremendously affects the speed and efficiency of business.

According to Sergent, (2000), the benefits of electronic banking are manifold and are to be seen from the point of view of the banks themselves, customers and even the regulators. According to him electronic banking brings different and arguably lower barriers to entity opportunities for significant cost reduction, the capacity to reengineer business process and greater opportunity to cross boarder. For the potential benefit are: more choice, greater competition and better value for money, more information, better tools to manage and compare information and faster service.



Some of the key drivers of offering electronic banking services include reducing transaction cost, increasing convenience, availability and timelessness of transactions and improving accessibility for better fund administration (Brown and Molls 2005). Achieving this objective, they observe tend to contribute strategic benefits in terms of better customer relation management, increase customer base and improve market image.

‘The main benefit from the bank customers point of view is significant savings of time by the automation of banking services processing and introduction of an easy maintenance tools for managing customers money ‘ (Awuku, 2011). The main advantages of e-banking for corporate customers according to Bank Away, (2001) and Curau, (2002) are as follows.

-increase comfort and time saving. This he explained that customers can make transaction 24 hours a day without requiring the physical interaction with the bank

-reduce costs in accessing and using the banking services

-quick and continuous access to information. Corporations he stressed will have easier access to information as they can check on multiple accounts at the click of a button.

-better cash management. E-banking facilities according to him speed up cash handling and increase efficiency of business process as large variety of cash management instruments are available on internet sites of Ghanaian banks. For example it is possible to manage company’s short-term cash via internet banks (investment in over-night, short and long term deposits in commercial papers, in bonds, equities in many market funds).

He noted further that private customers seek slightly different kind of benefits from e-banking. In the study on online banking drivers Aladwani, (2001) has found that providing faster easier and



more reliable services to customers were amongst the top drivers of e-banking development. The main benefits from e-banking for private customers in bank Away (2001) are as follows:

- a) Reduce costs. This is in terms of the cost of availing and using the various banking products and services.
- b) Convenience. All the banking transactions can be performed from the comfort of the home or office or from the place a customer wants to.
- c) Speed. The response of the medium is very fast; therefore customers can actually wait till the last minute before concluding a fund transfer.
- d) Funds management; customers can download their history of different accounts and do a 'what if' analysis on their own PC before effecting any transaction on the web. This will lead to better funds management.

## **2.4 The Barriers for the Adoption of Electronic Banking**

Electronic banking although easily accessible and reliable has not been the Ghanaian customer first choice in banking because of the difficulty to embrace change.(Charway, 2005). He noted that Ghanaians like to stick to familiar ways of doing business and stressed is a huge challenge in persuading customers to use electronic banking. He further notes that the fear of hackers hacking on the system discovering people's passwords and manipulating their accounts has put off several customers from using electronic banking. He added that in this times that internet fraud is on the increase, people who stand close to you during an electronic banking transaction might read your fingers and know the password.



Akoh, (2001) observe that the greatest constrain to the adoption of e-business as a means to generate efficiency is a cultural relevance to interface with buyers and suppliers electronically- such challenges remain major obstacles, limiting their potential benefit of the business. He further observed that the other challenges are the cost of implementing security concerns, perceived customer readiness, lack of knowledge of IT and the e-business, the high cost associated with investment in ICT, the lack of technical and managerial skills and reluctant on the part of companies to network with other enterprise and lack of executive support and concerns regarding the reliability of technology( Department of Enterprise Trade and Employment, 2004)



## CHAPTER THREE

### METHODOLOGY

This section looks at the method adopted throughout the study. A detailed account of the approaches adopted to obtain data for analysis is given. It therefore covers the research design, population from which the sample will be withdrawn from, sample and sampling method, data collection tools administration procedure and analytical methods.

#### 3.1 Research Design

The focus of this study is on modern-day experience with some real-life context which includes direct observation, the case study method is therefore the preferred method of this study..

Case study research design has several meanings in the study of social sciences. It can be used to describe a unit of analysis (a study of a particular organization) or to describe a research method Yin, (2002) defines case study as an empirical enquiry that looks into contemporary phenomenon within its real-life situation more so when the boundaries between phenomenon and context are not clearly stated.

In this study, it was necessary to first examine the area of electronic banking and in the banking industry. Through in-depth study of Barclays bank, Wa branch, the researcher examines how electronic banking has influenced customer service in the banking industry in Ghana, Wa to be specific.



### **3.1.1 Population**

The total population for this study has been Barclays bank, Wa branch. This population includes customers of Wa branch and other branches of the same bank including staff of the same branch.

### **3.1.2 Sampling method and sample size**

Ten staff was randomly selected from a population of 15 staff selected from the Wa branch together with two hundred customers selected by convenience from a population of 5000 customers from the Wa branch. The staff consists of front role staff and management of the branch. The questionnaires were self administered to the respondents. Purposive sampling technique was used for the staff while random sampling technique was employed for the customers. The random sampling technique was employed to ensure that all categorization of customers are captured especially on gender and age. An informal interview was also conducted with management of the branch to illicit relevant information needed for the study.

## **3.2 Data Collection and Processing**

The study makes use of both primary and secondary sources of data. Survey questionnaire and interview ~~was~~ used as part of primary source of data. This was supplemented with secondary data where data from Barclays bank, other banks, magazines, books, internet, and trade journals were used. The secondary data were mainly based on the various electronic banking methods being made available by the various banks in question, user acceptability and how these have helped to improve the performance of the banks in the Ghanaian economy.



### **3.3 Data collection instrument**

The data used in this research is cross sectional data and in respect of this, two set of questionnaires had been distributed. One had been given to the customers of the bank to elicit their views on how customer relation is managed by electronic banking. The other set of questions also looks at management of the branch and other auxiliary staff on the electronic channels and this has been done mainly in the form of an interview. Respondents are asked to assess items of various dimensions which include; customer satisfaction, customer value, customer behavior, technological driven services and brand loyalty. This is done on the basis of a five-point liker scale. A close end type of question is mostly used interface with small open ended questions. The descriptors in the close ended question range from; strongly agree; agree; neutral; disagree to strongly disagree because the study is more of attitudinal. The close ended questions also include yes or no answers to facilitate the achievement objective of the study.

Other sources of data is secondary data of which the researcher makes extensive use of books, journals, news papers and internet to get the desired information for this work.

### **3.4 Administration Procedures**

A total of two hundred and twenty five questionnaires were administered to customers and staff of Barclays bank, Wa branch. Respondents were advised to use between ten to fifteen minutes to complete the questionnaire. However those who could not complete it immediately were allowed to send it home and a follow up made to retrieve it. This was done in three weeks. A total of two hundred and ten was collected with respondents filling ten and customer respondents filling two hundred. However two hundred of customers questionnaire were used for the analysis. Each of



the respondents that participated in the study received a questionnaire which bore no identification or any form of identification. Assurance of strict confidentiality was indicated on each of the questionnaire respondent received.

### **3.5 Data Analysis**

Data from primary source as identified above was analyzed using computer software known as SPSS (statistical package for the social science). The reason for the adoption of this computer system was to ensure accuracy, speed and precision. Data from the self administered questionnaire was properly organized through data coding, clearing and entering. Descriptive statistics by percentages, figures and tables were generated from the software to establish relation among variables. The relevant information was obtained in a standard form using tables, frequencies and percentages to analysis and interprets the information. The results were finally presented in charts and tables. These were used mainly to ensure easy understanding of the analyses.



**CHAPTER FOUR**

**RESULTS AND DISCUSSIONS**

This chapter focused on the analysis of the responds received from respondents to the survey questionnaire administered. The appropriate analytical methods include frequencies and charts. These methods were applied because of the description of the research method. The results of the research have been presented below.

The tables and figures below give a summary of the demographic data of the respondents from the study.

**Table 4.1. Age of respondents**

AGE	FREQUENCIES	PERCENTAGES
20-29	125	62.5
30-39	50	25
40-49	15	7.5
50 and above	10	5
Total	200	100

Field data, 2013

Table 4.1 showed the age of customers. It revealed that majority of respondents sampled are between the ages of 20-29 and the least are between 50-59 years.



**Table 4.2 Marital Status of Respondents**

MARITAL STATUS	FREQUENCIES	PERCENTAGES
Single	85	42.5
Married	110	55
Other	5	2.5
Total	200	100

Field data, 2013

Table 4.2 showed that those married are in the majority with a percentage of 55%, followed closely with those who are single making up of 42.5% and other categorization been the least with a percentage of 5%..

**Table 4.3 Level of Education of Respondents**

EDUCATIONAL LEVEL	FREQUENCIES	PERCENTAGES
SHS	35	17.5
HND	45	22.5
DIPLOMA	45	22.5
FIRST DEGREE	65	32.5
SECOND DGREE AND	10	5



ABOVE		
TOTAL	200	100

Field data, 2013

Table 4.3 showed the level of education of customers sampled. It is evident that a greater percentage making up of 32.5% are first degree holders and the least in terms of level of education are second degree and above holders, this group makes up only 10% of the sample.

**Table 4.4 Occupation of Respondents**

OCCUPATION	FREQUENCIES	PERCENTAGES
CIVIL/PUBLIC SERVANT	60	30
SSELF-EMPLOYED	10	5
STUDENT	55	27.5
OTHER	75	37.5
TOTAL	200	100

Field data, 2013

Considering the occupation of respondents, table 4.4 revealed it is evident that others other than the specified occupation dominated with 37.5% indicating that majority of the respondents are involved in other jobs. This is followed by civil/public servants with a percentage of 30% while's students and self-employed make up 27.5% and 5% respectively.



4.5 CUSTOMERS PATRONAGE OF ELECTRONIC BANKING SERVICES

DEATAILS	FREQUENCY	PERCENTAGE
YES	184	92%
NO	16	8%

Field data, 2013

The study showed that customers' usage of electronic banking services is positive. It revealed that 93% of customers sampled answered in the affirmative as using any of the electronic banking services whereas a small percentage of 8% responded in the negative as not using any of the electronic banking services.



4.6 RATE OF USAGE OF THE ELECTRONIC BANKING SERVICES

PRODUCT	FREQUENCY	PERCENTAGE
SMS	62	31%
ATM	96	48%
INTERNET BANKING	26	13%
MOBILE BANKING	12	7%
NOT ANY	2	31%

Field data, 2013

The results showed that Barclays bank customers make extensive use of the various forms of electronic banking services. This is attributed to easy and fast transactions, regular and uninterrupted services, time saving and cheap transactions. The study revealed that majority of customers made use of ATM cards with a percentage of 48%. The second most used electronic banking product is SMS alert which has a percentage usage of 30%. The least used electronic banking is mobile banking which commands a pantry 7.5 %which is attributed to lack of knowledge about the product.



4.7 HOW OFTEN CUSTOMERS VISIT THE BANKING HALL

PERIOD	FREQUENCY	PERCENTAGE
DAILY	35.6	17.8%
WEEKLY	44.4	22.2%
MONTHLY	44.4	22.2%
OCCATIONALLY	75.60	37.8%

Field data, 2013

Figure 4.7 depicts that customers visit to the banking hall is minimized as a result of the patronage of electronic banking services. As much as 37.8% occasionally visit the banking hall and 22.2% also visit monthly and weekly. Only 17.8% of respondents visit the banking hall daily.



4.8 Summary of Regressions Correlations (Person Correlation)

	How often do you come to the banking hall	Do you use any of the banks electronic banking services
How often do you come to the banking hall	1	0.72
Do you use any of the banks electronic banking services	0.72	1

Field data, 2013

The summary of regression seeks to find out whether there is any relationship between customers usage of the electronic products and as to whether is the reason for them not coming to the banking hall. Figure 4.8 showed positive correlation of 0.72 between customers usage of electronic banking products as against the number of times they visit the banking hall. It can be seen that customers’ usage of electronic banking takes them out of the banking hall thereby decongesting the banking hall.



4.9 BARCLAYS RATING ON ELECTRONIC BANKING

RATING	FREQUENCY	PERCENTAGE
EXCELLENT	50	25%
BETTER	75	37.5%
GOOD	30	15%
SATISFACTORY	30	15%
DISATISFACTORY	15	7.5%
TOTAL	200	100

Field data, 2013

The results showed the rating of electronic banking services of Barclays as against other banks in the industry. The results as shown in the figure 4.9 revealed that 37.5% rank Barclays better in terms of electronic banking services. 25% of respondents ranked Barclays as having excellent electronic banking products than its competitors. 15% ranked the banks products as good and satisfactory and only 7.5 fells the electronic banking services is not satisfactory as compared to competitors



4.10 HOW E-BANKING INFLUENCES CUSTOMERS IN DOING BUSINESS WITH BARCLAYS.

DETAILS	FREQUENCY	PERCENTAGE
YES	125	62.5
NO	75	37.5
TOTAL	200	100

Field data, 2013

The results from the findings revealed that 62.5% of respondents chose to do business with Barclays because of the E-banking products whereas 37.5% chose to do business because of other considerations.



4.11 CUSTOMERS RECOMMENDATION OF BARCLAYS TO OTHERS

DETAILS	FREQUENCY	PERCENTAGE
YES	160	80%
NO	40	20%
TOTAL	200	100

Field data, 2013

The results from the findings revealed that 80% were willing to recommend Barclays to other customers because of its electronic banking products. This has positive relationship with customers been influenced to do business with Barclays because of its electronic banking services. It clearly shows that once a customer can be influenced to do business with Barclays he/she can equally recommend the bank to a potential customer.



4.12 CUSTOMERS WILLINGNESS TO PAY FOR ELECTRONIC BANKING SERVICES.

DETAILS	STRONGLY DISAGREE	DISAGREE	NUETRAL	AGREE	STRONGLY AGREE
FREQUENCY	15	40	20	90	35
PERCENTAGE	7.5%	20%	10%	45%	17.5%

Field data, 2013

The results as per figure 4.12 depicts that customers were willing to pay for electronic products. 35% of respondents agree to pay for electronic banking services and 17.5% were in strong agreement to pay for electronic banking services offered by the bank. It therefore meant that 52.50% of respondents were willing to pay for electronic banking services. However, 20% of respondents are not in agreement to pay for electronic banking services offered by the bank.



**4.13 CUSTOMERS PREFERENCE TO QUEUE INSTEAD OF USING ELECTRONIC BANKING CHANNELS**

DETAILS	STRONGLY DISAGREE	DISAGREE	NUETRAL	AGREE	STRONGLY AGREE
FREQUENCY	85	65	20	20	10
PERCENTAGE	45.5%	32.5%	10%	10%	5%

Field data, 2013

The study showed that customers’ response to queuing in the banking hall is negative. It revealed that 42.50% of customers strongly disagree to queuing in the banking hall instead of using electronic banking services. This is closely followed by 32.50% of customers who simple disagree with queuing in the banking instead of using electronic banking services.This invariable means that 75% of respondents are against queuing in the banking hall. However the number of customers who will rather queue instead of using electronic banking service is just 5%. This goes further to prove that customers will rather not wish to queue in the banking hall and by extension will rather pay for electronic banking services.



An examination of some personal characteristics that that may affect e-service usage revealed that 92% of the customers within the 20-29 age groups used the bank's electronic services while only 8% did not use it. Interestingly, the trend shows that the usage of the bank's electronic services reduces as age increases. This is shown in appendix 1.

Also, there was no significant difference between the sexes of customers. The evidence from the study showed that 92.3% of males used the e-service against 92.9% females. This is shown in appendix 2.

Furthermore, marital status of customers influenced the use of bank's electronic services. This exhibited a marked difference; 94.1% of singles use it against 90.9% of those married. This shown in appendix 3. As regards the level of education, the usage of the bank's electronic services was relatively high at all the levels. On the other hand, the lowest users, 85.7% obtained education up to Senior High Level as shown in appendix 4.

Finally, the occupation of the customers did not matter as far as the bank's electronic services usage was concerned. Over 90% of all the occupational groups used the bank's electronic services. This is shown in appendix 5. Also the type of account operated by the customers had some significance on the use of the bank's electronic services. While those operating personal and business current accounts showed 100% usage of the bank's electronic services, 89.7% percent of those operating personal savings account used it. This is shown in appendix 6.



## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This concluding chapter gives summary of all the information arising from the study, conclusions drawn and recommendations made.

#### 5.1 Summary of Findings

The study research into E-banking and customer service in Barclays bank, Wa branch as area of study with particular interest in rate of usage of E-banking products, determining the effectiveness of electronic banking services in customer satisfaction and determining the willingness of customers to pay for the service. The findings from the analysis made in chapter four revealed the following:

The result revealed that a greater percentage of customers subscribed to the electronic banking services. As much as 92.5% use at least one of the electronic banking products.

The results further revealed that Barclays bank customers patronize the various forms of electronic banking services Majority of this customers making use of ATM Cards. This is clearly illustrated in figure 4.2 as per the analysis in chapter four.

The study also revealed that ~~customers~~ barely visit the banking hall as a result of their adoption of the banks electronic products. As much as 37.81% said they occasionally visit the banking hall and 22.2% visit the banking hall monthly.

Closely related to the above finding is the establishment of a positive relationship between the use of electronic products and visit to the banking hall. The study revealed a positive correlation



of 0.72 between the use of the banks electronic banking products and customers visit to the banking hall.

Another interesting finding of the study is that customers have trust in Barclays electronic banking service as compared to its competitors. It revealed that 37.5% rate the banks electronic products better than its competitors and 25% rate it as excellent.

One other finding from the study is that 80% of respondents will recommend the bank to potential customers because of its electronic products. This shows confidence in the electronic banking system of the bank.

Additionally the study revealed that customers are willing to pay for electronic banking products and because of the immense benefits from the use of electronic banking products, customers are more than willing to pay for that service.

The study revealed importantly that those within the ages of 20-29 years are the most used of the electronic banking products and those with higher level of education make good use of electronic banking products. The study further revealed that those with savings account use more of the electronic banking products.



## 5.2 Conclusion

The study was aimed at electronic banking activities and effectiveness in customer's satisfaction. The study provided some evidence of customer massive usage of the electronic banking products and even willingness of pay for such services. The electronic banking platform has had positive impact on customer service.

The believe in technology in banking does not require faith, it is part of the larger economic context in which banks operate .Banking in an era of technology advancement offers a lot of opportunities and challenges as well. All the network systems are closely monitored though there may be instances of unauthorized access. Banks are heavily regulated but there no restrictions on the use of electronic delivery channels. Banks through electronic channels are able to monitor accounts very well and thus are able to cut down on cost. It is an undeniable fact that electronic banking has come to stay and offers so many prospects for growth and development in the banking industry. All banks must tap into this and make a lot of gains as electronic banking is gradually becoming a yardstick for measuring customer service.

The performance of electronic banking can be enhanced through capacity building of staff and elaborate education of customers some of whom do not have confidence in the system. Overall technological advancement is inseparable to the growth and sustainability of the banking industry.

Positive attitudes of management and staff of banks towards this phenomenon trend is a necessary condition for developing appropriate procedures, processes and resolution. The importance of technology in enhancing customer service and reducing the incidence of customer



dissatisfaction and complains cannot be overemphasized. It was realized that electronic banking facilitated by IT innovation has brought about efficiency and effectiveness in the area of bank transfer, credit appraisal, customer statement processing, bank reconciliation and consolidation. The rest are payroll accounting, loan processing, human resource management, fixed assets management, quality of management information system and the banks procurement systems. These areas mentioned are very important to the banks sustainability as well as short term and long term development.

### **5.3 Recommendations**

A critical examination of the findings drawn on the study of electronic banking and customer service, the following recommendations are made:

It is realized that although customers use one form of electronic banking or other, some have not seen high usage. More especially internet and mobile banking and this is due partly to lack of it usage or existence. Consequently, the bank is requested to carry out intense awareness and promotion campaigns to educate customers and create awareness of internet and mobile banking dealings advantages feasibility through reducing time, effort and reducing cost for achieving distinctive and competitive position.

All banks should be cautious of the security of their network as it is one of the causal factors for which some customers do not patronize electronic banking. This security measure will prevent unauthorized access to them by employees, customers and criminals as well. Ensuring that customers' expectation is met is a key route to achieving organizational objectives. An important means of ensuring this is by taking advantage of the opportunities offered by technology.



Considering the immense benefits of electronic banking and high patronage by customers of Barclays, the bank can institute small charges to boost its revenue base and consequently increase its profit margin. This recommendation is based on the backdrop of customers willing to pay for the services of electronic banking.

To forestall the low patronage of some products of electronic banking, it is recommended that the current system where customers request the service should be reviewed. The customer at the point of opening the account should be informed about the availability of such products and signed on those platforms immediately the accounts are opened.

Management should hold training courses for bank employees to understand electronic banking business to achieve the desired objectives. Universities and academic institutions are requested to link higher education with market needs of skilled and professional manpower having the ability to deal with electronic software under the current challenges. The world has become a global village therefore there should be the need to teach courses that have direct relationship with digital world, electronic software in electronic business field in banking and financial institutions.

System designed for electronic banking must take into consideration sophisticated customers so that the focus is not too much on technology to the detriment of customer needs. Designers of such systems must also bear in mind regulatory issues in order not to fall foul of the law.

There should be the need for Barclays to educate employees about all forms of electronic banking systems, options and pro and cons of each. Consumers will equally need to be educated



on potential liability for the use of new types of electronic payments, so they can understand how it differs from cash.

The bank need to make available enough brochures and educational materials which gives details direction as to the use of electronic banking products.

Banks in Ghana have placed a lot of emphasis on the spatial and temporary requirements of their customers by opening up more branches and promoting time limits in services for certain categories of their customers. For an effective and cost-effective and seamless strategy, the internet for that matter electronic banking should be leverage so that instead of opening up more physical branches, banks can focus more on virtual branches in the numerous homes and offices of potential customers. The money that will be saved from putting up physical building can be channeled into developing internet infrastructure and services either directly by buying stakes or indirectly by providing loans to the industry.

The last but not the least recommendation is that government need to ensure that cost of telecommunications, hardware and software are made cheap, which will involve examining existing taxes and import duties. New technology and changes in the banking laws can produce change. Therefore, there is the need for the government to remove barriers to innovation, including regulatory barriers to pave way for rapid development of the electronic banking systems in Ghana.



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APPENDIX

Appendix 1. Age and Usage of the Bank's Electronic Banking Services

		Age				Total	
		20-29	30-39	40-49	50-59		
Do you use any of the Yes bank's electronic banking services?	Count	23	10	3	1	37	
	% within	92.0%	100.0%	100.0%	50.0%	92.5%	
	Age						
	No	Count	2	0	0	1	3
	% within	8.0%	.0%	.0%	50.0%	7.5%	
	Age						
Total	Count	25	10	3	2	40	
	% within	100.0%	100.0%	100.0%	100.0%	100.0%	
	Age						



Appendix 2. Sex and Usage of the Bank's Electronic Banking Services

			Sex		Total
			Male	Female	
Do you use any of the Yes bank's electronic banking services?	Count		24	13	37
	% within		92.3%	92.9%	92.5%
	Sex				
No	Count		2	1	3
	% within		7.7%	7.1%	7.5%
	Sex				
Total	Count		26	14	40
	% within		100.0%	100.0%	100.0%
	Sex				



Appendix 3. Marital Status and Use of the Bank's Electronic Banking Services

			Marital			Total
			Single	Married	Other	
Do you use any of the Yes bank's electronic banking services?	Count		16	20	1	37
	% within		94.1%	90.9%	100.0%	92.5%
		Marital				
No	Count		1	2	0	3
	% within		5.9%	9.1%	.0%	7.5%
		Marital				
Total	Count		17	22	1	40
	% within		100.0%	100.0%	100.0%	100.0%
		Marital				



Appendix 4. Education and Use of the Bank's Electronic Banking Services

			Education					Total
			SHS	HND	Diploma	First Degree	Masters and above	
Do you use any of the bank's electronic banking services?	Yes	Count	6	8	9	12	2	37
		% within Education	85.7%	88.9%	100.0%	92.3%	100.0%	92.5%
	No	Count	1	1	0	1	0	3
		% within Education	14.3%	11.1%	.0%	7.7%	.0%	7.5%
Total			7	9	9	13	2	40
			% within Education	100.0%	100.0%	100.0%	100.0%	100.0%
				%				%



Appendix 5. Occupation and Use of the Bank's Electronic Banking Services

			Occupation				Total
			Civil/Public Servant	Self employed	Student	Other	
Do you use any of the bank's electronic banking services?	Yes	Count	11	2	10	14	37
		% within Occupation	91.7%	100.0%	90.9%	93.3%	92.5%
	No	Count	1	0	1	1	3
		% within Occupation	8.3%	.0%	9.1%	6.7%	7.5%
Total		Count	12	2	11	15	40
		% within Occupation	100.0%	100.0%	100.0%	100.0%	100.0%



Appendix 6. Type of Account and Use of the Bank's Electronic Banking Services

		What type of account do you operate?			Total	
		Personal Savings	Personal Current	Business Current		
Do you use any of the bank's electronic banking services?	Yes	Count	26	8	3	37
		% within What type of account do you operate?	89.7%	100.0%	100.0%	92.5%
	No	Count	3	0	0	3
		% within What type of account do you operate?	10.3%	.0%	.0%	7.5%
Total		Count	29	8	3	40
		% within What type of account do you operate?	100.0%	100.0%	100.0%	100.0%



## Appendix 7

### STRUCTURED QUESTIONNAIRE FOR BARCLAYS CUSTOMERS

Dear Respondent,

I am much appreciative to you for taken time off your busy schedule to answer these questions .I am conducting a research study on electronic banking and customer service.

Your views are being sought for the completion of my thesis for the commonwealth executive masters in business administration.

#### SECTION A

Please tick and state where applicable.

**Age:**

20-29 (    )    30-39 (    )    40-49 (    )    50-59 (    )    60 and above (    )

**Sex:**

a. Male (    )    b. female (    )

**Marital Status:**

a. Single (    )    b. Married (    )    c. Other (    )

**Level of education:**

Senior high school (    )    HND (    )    Diploma (    )    Degree (    )    Second Degree or  
Higher (    )



## Occupation Status

Civil/public servants ( ) Self Employed ( ) Student ( ) other ( )

## SECTION B

1. What type of account do you operate with the bank?

a. Personal saving account ( )

b. Personal current account ( )

c. Business current account ( )

2. How often do you come to the banking hall?

a. Daily ( ) b. Weekly ( ) c. Monthly ( ) d. Occasionally ( )

3. How many minutes do you spend in the banking hall when transacting business in the bank?

a. 1-10 min. ( ) b. 11-20 min. c. 21-30 min. d. 31 min. and above.

4. Do you think electronic banking has improved the speed with which you are served?

a. Strongly agree b. Agree c. Neutral d. Disagree e. strongly disagree.

5a. Do you agree with the statement that electronic banking is an essential element of modern banking?

a. Yes ( ) b. No ( )



5b. Give reason(s) for your answer above

.....

.....

.....

6. Do you use any of the banks electronic banking services (sms, mobile banking. Internet banking. ATM)

a. Yes ( )      b. NO ( )

7. if No, why don't you subscribe to it

a. Not aware of it ( )

b. Unsure of security of transactions( )

c. I have applied but not set up ( )

d. Prefer to do business the old way ( )

8. If yes, which of these electronic banking services do you currently use?

a. SMS alert ( )

b. ATM ( )

c. Internet banking ( )

d. Mobile banking ( )

9. How many days did it take you to be set up?



1-2 days ( )      3-4 days ( )      5-10 days ( )      11 days and above ( )

10 Has it improved on services to you since you were set up?

a. Yes ( )      b. No ( )

11. If no, why?

a. The system is not accessible at all times ( )

b. Do not know how to operate it ( )

c. Is technical to operate ( )

d. I will compromise my information ( )

12. If yes, how has it improve on banking services to you?

a. Saves time ( )

b. Affordable to use ( )

c. Easy and safe payment ( )

d. It serves 24 hours a day ( )

13a. Have you ever visited the website of Barclays Bank?

a. Yes ( )      b. No ( )

13b. Give reason(s) for your answer in 13a.

.....  
.....



.....  
14. The customer should pay per services rendered to them through IT.

a. Strongly agree   b. Agree   c. Neutral   d. Disagree   e. strongly disagree.

15. The customers still prefer to queue in the banking hall and make less use of these electronic banking channels.

a. Strongly agree   b. Agree   c. Neutral   d. Disagree   e. strongly disagree.

16. Bank customers' transaction should be possible even after banking hours and weekends.

a. Strongly agree   b. Agree   c. Neutral   d. Disagree   e. strongly disagree.

17. Customers should be able to open and operate bank account through the internet.

a. Strongly agree   b. Agree   c. Neutral   d. Disagree   e. strongly disagree.

18. Does the banks state of technology in electronic banking delivery satisfactory?

a. Strongly agree   b. Agree   c. Neutral   d. Disagree   e. strongly disagree.

19. The customer should be able to instruct the bank to undertake a transaction on his/her behalf through the electronic channels

a. Strongly agree   b. Agree   c. Neutral   d. Disagree   e. strongly disagree.

20. How do you rate Barclays to its competitors in terms of electronic delivery service?



Excellent (    )      Better (    )      Good (    )      Satisfactory (    )      Not  
satisfactory (    )

21. Did the electronic banking service influence you in doing business with the bank?

a. Yes (    )      b. No (    )

22. Will you recommend the bank to another person because of its electronic banking services?

a. Yes (    )      b. No (    )

Thank You.



Appendix 8

QUESTIONNAIRE FOR BARCLAYS STAFF-WA BRANCH

Dear Respondent,

I am grateful to you for taking time off your busy schedule to answer these questions. I am carrying on a research on electronic banking and customer service in Barclays, Wa. Your views is been sought for the completion of my thesis for the commonwealth executive masters in Business Administration. You are assured that your views will be used for academic purposes only and that it will be held with utmost confidentiality.

Thank you.

**SECTION A**

Please tick and state where applicable

**1) Age**

- a. 20-25 ( )   b. 26-29   c. 30-39 ( )   d. 50-59 ( )   e. 60 and above ( )

**2) Gender**

- a. Male ( )   b. Female ( )



3) Marital status

- a. Single ( )    b. Married ( )    c. Divorced ( )

4) Level of Education

- a. HND ( )    b. Diploma ( )    c. Degree ( )

SECTION B

1. Current position in the Bank

- a) Managerial level( )    b)Teller ( )    Other ( )

2. How long have you been working in this position?

- a) 1-3 years( )    b) 4-6 years ( )    c)7-9 years ( )    10 years and above( )

3.What are the products and services offered by the bank? please list them

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4.Which forms of electronic banking does the bank provide?

Please list them



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5. Which of them do you use

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6. What is the main motive for the banks provision of electronic banking services

- A) Enhancing competition(    )
- B) Profit creation(    )
- C) Attracting more clients(    )

7. Do you agree with the assertion that electronic banking is an integral part of modern banking?

- a. Yes (    )      b. No (    )

8. Give reasons for your answer above

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9.Has electronic banking had any positive impact on your duties to the bank

- a. Yes (     )                      b. No (     )

10. If yes how has it influenced your duties to the bank? State one reason

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11 .Do you agree that electronic banking reduce operations cost?

- a. Strongly agree (     ) b Agree (     ) c, Neutral (     ) d .disagree (     ) e. strongly disagree  
(     )

12. Do you agree that electronic banking helps save money, time and effort?

- a. strongly agree b. agree c. neutral d. disagree e. strongly disagree

13. Do customers pay for electronic banking services?

- a. Yes (     )                      b. No (     )

14. Do customers still queue in the banking hall instead of using electronic banking channels?

- a . Strongly agree b. agree c, neutral d. disagree e. strongly disagree.

15. Do you agree that electronic banking has positive effect on banks profitability?



16. Banks can use technology to efficiently manage customer service.

a. Strongly agree ( ) b. Agree ( ) c. Neutral d. Disagree e. strongly disagree.

17. Do you again agree that electronic banking has enhanced customer services and transaction process?

a. Strongly agree ( ) b. Agree ( ) c. Neutral d. Disagree e. strongly disagree.

18. Electronic banking is still new to Ghanaian banks.

a. Strongly agree ( ) b. Agree ( ) c. Neutral ( ) d. Disagree ( ) e. strongly disagree.

19. Considering the cost involved in the acquisition and installation of electronic banking technology is it worth the benefits derived?

a. Strongly agree ( ) b. Agree ( ) c. Neutral ( ) d. Disagree ( ) e. strongly disagree.

20. What are the challenges facing the bank as far as e-banking are concerned?

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21. In what ways can this challenges be managed or addressed by the bank?



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22. What mechanisms/strategies are put in place to address customers challenges with products and services as well as e-banking?

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23. What recommendation (s) will you make to fully exploit the opportunities emanating from the introduction of electronic





banking?.....

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