ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DETERMINANTS OF ELECTRONIC BANKING SERVICES IN THE CASE OF LION BANK (FROM EMPLOYEES PERSPECTIVES)

BY

EYERUSALEM WONDIMU

JANUARY 2023

ADDISABABA, ETHIOPIA

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EYERUSALEM WONDIMU

A THESIS SUBMITTED TO ST. MARY'S UNIVERISTY COLLEGE, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIRMENTS FOR THE DEGREE OF BUSINESS ADMINISTRATION

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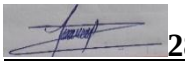
Tewodros Mekonnen (PhD)	 **28/03/2023**
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DECLARATION

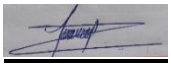
I, Eyerusalem Wondimu, the undersigned, declare that this thesis is my original work, prepared under the guidance of Advisor Tewodros Mekonnen (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name Signature

St. Mary's University College, Addis Ababa **January 2023**

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

Tewodros Mekonnen (PhD) 

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LIST OF ACRONYMS

E-BANKING:	Electronic Banking
ICT:	Information and communication Technologies
WOM:	Word of mouth
TAM:	Technology Acceptance model
TBP:	Theory of planned behavior
ATM :	Automated teller machine
PU:	Perceived usefulness
PEU :	Perceived Ease of use
SN:	Subjective norm
PBC:	Perceived Behavioral Control
SPSS:	Software package for social science
NOVA:	Analysis of Variance

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ABSTRACT

Many countries in the world invest a huge amount of resource to the adoption of e-banking in the banking industry because e-banking increase the comparative advantages of banks. However, the adoption of e-banking faces many challenges; particularly, in developing countries. The aim of this thesis was to depict the determinants of electronic banking services in the case of lion bank context. To attain the objectives of this study explanatory research design was used. By using simple random and stratified sampling techniques, 173 participants were involved in this research. Data was collected through questionnaire from a sample of 173 employees of lion bank in Addis Ababa. The data collected from the questionnaire were analyzed using statistical tools such as mean, standard deviation, correlation, and multiple regression analysis. The results of this study indicate that, determinants of electronic banking services (technological factor, organizational factor, training programmes, and demographic factor) have positive and significant relationship with electronic banking services. Additionally, the above-mentioned determinants of electronic banking services significantly contribute 38.2% to electronic banking services in Lion bank. Based on the findings of the study, the study concludes that the contribution of electronic banking services was found to be significant relationship. Therefore, it is possible to conclude that Lion bank is improving the electronic banking services in to recover the existing electronic banking services perception towards its actual implementation and to enhance their services level accordingly. It is recommended that Lion branches needs to work jointly with other stakeholders such as Ethiopian Telecommunications Authority and Ethiopian Electric Power Authority to facilitate the adoption of e-banking through strengthening ICT infrastructure.

***Keywords**: Technological Factor, Organizational Factor, Training Programmes, and Demographic Factor*

CHAPTER ONE

1.1 BACKGROUND OF THE STUDY

The study also suggests that there is a huge scope for development of sophisticated and highly competitive internet banking market in future. It was observed that internet banking is fast becoming popular in India. It is a very generic term, which is used for delivering banking products and services through electronic media like internet, telephone, mobile phones Mooker ji (1998).

Banks have been significantly affected by the evaluation of technology; competition between banks has forced them to find new market to expand, and the number of financial institutions that offer electronic banking products increased. Hence, banks have begun to offer electronic banking services to improve the effectiveness of distribution channels through reducing the transaction cost and increasing the speed of services. Reacting to these changes, banks expand the choice of services offered to the customers and increase their reliance on technology (Al-Smadi and Al-Wabel, 2011).

In a similar study, Ahmad and Al-Zu'bi (2011) found that adoption of e-banking services (involving speed, privacy, security, fees and charges, convenience and accessibility) positively influences the word of mouth (WOM), customer loyalty and customer satisfaction of Jordanian commercial banks.In the same context, Samar, Ghani and Alnaser (2017) determine that perceived ease of use, perceived usefulness and attitudes are the key determinants of promoting e-banking and significant factors that influence customers' intentions to adopt electronic banking in Pakistan.

A review of electronic banking adoption studies shows that a large portion of the published research was conducted in developed and industrialized countries (Chan and Lu, 2004; Jayawardhena and Foley, 2000; Kolodinsky, Hogarth, and Hilgert, 2004; Pikkarainen, Pikkarainen, Karjaluoto, and Pahnila, 2004; Yiu, Grant, and Edgar, 2007). In contrast, little is written in developing countries (Al-Somali, Gholami, and Clegg, 2009; Jabnoun and Al-Tamimi, 2003). This gap is particularly apparent in the Arab world. One of the reasons for the limited empirical studies in the Arab world is that the introduction of electronics is relatively new in this region. In addition, most of the previous studies relatively focused on the adoption of an information system by the employees in an organizational environment, where the use, in most

cases, is mandatory. The main focus of this study is the employees' point of view. On another hand, the existing studies on customers' adopting of electronic banking services focus just on a specific service at a point of time. Most of the research available in the banking context deals with internet banking only (Natarajan, 2010).Additionally, Odumeru (2012), realizing the lack of popularity of e-banking in developing countries, conducted a practical study in Nigeria to determine the important factors of e banking acceptance. Thus, the present study aims to fill the gap and contribute to the existing field of knowledge through investigation of relationships between several factors and e-banking in Ethiopia focusing on Lion bank from employees' perspectives.

Second, this study did not focus on determinants of E-banking practices, but electronic banking services, including internet banking fully studied. This study aims to identify significant variables that determinants of the of electronic banking services by employees in Ethiopia as a developing country. This study integrates technology acceptance model with theory of planned behavior, and proposes to integrate culture and perceived risk with TAM and TBP in order to provide a more comprehensive model of electronic banking adoption. First, this study aims to show how the determinants of E-banking affects electronic banking practices. In addition, this study develops and examines a theoretical model depicting the main variables affecting the customers' adoption of electronic services in Jordan.

Research done by Ogare (2013), Asia (2015), Kiragu (2017), and Ogutu and Fatoki (2019) established that E-banking and the performance of a bank relate significantly. According to Siddiketal. (2016) e-banking begins to give positive contributions to banks' Return on Equity with a tiumedelay of two years, however during the first year it was implemented, it yielded negative effects. According to Okombo (2015), access to the bank account at client's comfort, accessing the bank account during non-working hours, various interlinking products with electronic banking, access without the physical branch, and decrease of banking costs are some of the ways through which the financial performance is positively impacted by e-banking.

The implementation of electronic banking like the Internet banking, mobile banking, and ATM directly impacts financial institutions' financial Performance (Gitau, 2011). These platforms have low costs which increase the number of customers subscribing to the channels and the financial institutes as customers (Mwangi, 2014). This affects the financial institutions having a big client

base that use their revenue through the monthly account conservation fees and growing customer payments hence lower prices when attracting capital for loaning purposes (Ngugi,2012).

1.2 Statement of the Problem

As can be seen from the foregoing review most studies are focused on users that are external customers who avail banking services. The benefits of e-banking are many but at the same time there are challenges which need to be studied. This could be pertaining to implementation or operations. It has been established that to be successful in services marketing it is important that in banking sector which is in the throes on re-structuring and reforms, focus should also be on employees or the internal customers, as these are instrumental in creating and delivering banking services. Most studies in this area are in the realm of customer perspective and have been conducted in countries where the banking industry is highly developed unlike Ethiopia. A preliminary investigation is undertaken to identify the areas in the banking sector which in opinion of employees in banking can lead to better service delivery which is the super-ordinate goal of the industry in Ethiopia (Garedachew, 2010).

The main question is whether the banking employees who are at the forefront of retail banking are ready to accept and implement e-banking strategies. The main premise is to investigate the views of employees pertaining to the outcomes regarding their job. An attempt is to find out whether there are any differences among the employees on account of variables such as organizational factor, technological factor, training programmes, and demographic variables. The obstacles faced pertaining to technology such as training provided and work hours are also investigated to find out employee perceptions towards work-related issues. The preamble is to find out whether investments in technology lead to better outcomes for employees in banking. These have been measured in terms of employees' opinion towards technology through pre-structured items, training programmes conducted, hours spent on computer per day and the inter-relation among these variables to identify the road-map for future Abid and Noreen (2006).

The main factors that forced banks and financial services to change includes increased competition, changing business environments, globalization and the advancement of Information and Communications Technology and the customer reaction for banking service is rapidly changing. Therefore, to change the traditional ways of banking service to electronic banking, new strategies have become necessary in order to attract and retain existing and new customers

(Majid, 2012). Because of emergence of a knowledge-based economy and society as information and communication technology advanced, banking services have undergone profound changes during the last period (Berhanu, 2019).

The banking industry in Ethiopia is still underdeveloped although the rapid expansion of electronic payment systems throughout the developed and the developing world. Due to the increasing of import-export businesses and increased international trades, increase the demand of the customer and international relations, the current banking system is short of providing efficient and dependable services. The customers of Ethiopian commercial banks are not using technological advancement in great extent in banking sector, which has been entertained elsewhere in African and the rest of the world. The modern e-banking methods like ATMs, Debit cards, Credit cards, Tele banking, Internet banking, Mobile banking and others are new to the Ethiopian banking sector (Berhanu, 2019).

With the development of new technologies, the way the banking products and services delivered is fundamentally changed. Ethiopia's banking sector has, therefore, had to deploy ICT and introduce a branch banking commonly called e-banking in order to meet the challenges of the day. Not only with the willingness to introduce the technology but also the National Bank by a directive mandates every commercial bank to introduce core-banking technologies. By now, all private and government-owned banks introduced different forms of e-banking products and services (Equbamariam, 2018). So far, limited researches have done on the area of E-Banking in Ethiopian banking sector such as Gardachew (2010), (Michael, 2013), Tesfalem (2017), Wegayehu and Berhanu (2019) from customers perspectives. In addition, the current political situation in related to Banking service is changing and many upcoming private banks are expected soon since the directive of national bank of Ethiopia permit additional banking establishment.

1.3 Research Questions

In order to achieve the purpose of the research and address the issues mentioned in the statement of the problem, the study raised the following research questions:

1. How do technological factors affect e-banking practice in Lion international bank?
2. How do organizational factors affect e-banking services in Lion international bank?

3. To what extent do demographic factors affect e-banking services in Lion international bank?
4. How do training programmes affect e-banking services in Lion international bank?

1.4 Objective of the Study

1.4.1 General Objective of the Study

The general objective of the study is to analyze the determinants of E-banking practices the case of Lion bank.

1.4.2 Specific Objective of the Study

The specific objectives of the study are:

- ✓ To examine the effects of technological factors on e-banking practice in Lion international bank.
- ✓ To identify the effects of organizational factors on E-banking practice in Lion international bank.
- ✓ To identify the effects of demographic factors on E-banking practice in Lion international bank.
- ✓ To identify the effects of training programmes on e-banking practice in Lion international bank.

1.5 Significance of the Study

The study is primarily used for academic purpose as a partial fulfillment for the requirements of Master of Business Administration. It also used as an input or as a piece of reference for researchers who want to study about the determinants e-banking in Lion Bank or else. Moreover, the study expected to indicate direction or become hint for several stakeholders to devise appropriate strategy on alleviating the determinants e-banking entailed to the business. Lion Bank can use the study as an input to see the determinants e-banking by supporting further study on the area. The study also support researcher to get experience as future professional.

1.6Scope of the Study

Conceptually/thematic scope, the study was focused on the four variables of the E-banking called technological factor, organizational factor, training programmes, and demographic factor. Thus, the study focuses on the determinants of E-banking only. Therefore, the study delimited methodologically to raise other issues.

Geographically, considering all staffs of Lion bank in Addis Ababa under this study is difficult and unmanageable. In addition to that the rational for the selected some branches of Addis Ababa is chosen due to the early establishment, huge number of customer base and proximity of the student researcher. Therefore, this study only focused at the Lion bank.

Methodologically, this study was used quantitative research approach, and explanatory research design, and the sampling technique was employed probability sampling techniques because the target population of the study area is defined population. Moreover, with regard to the

Time scope, this research focused on cross sectional survey.

1.7Operational Definition of Key Terms

Technological factors: It appears that there is a lack of consensus on what factors belong to this context. For example, one study (Salwani 2009) includes technology competence covering existing technology infrastructure and skills to utilize the technology in this context, while other studies.

Organizational factors: Organizations are different in their preference to adopt technological innovation (Iacovou 1995 & Grover 1993) influenced by a number of factors, like firm size, top management support and financial and human resources.

Demographic factors: the perceptions, attitudes and behaviour of the youth towards internet banking services(Beza and Dhiraj,2017).

Training programmes: is a planned sequence and combination of activities designed to equip employees with knowledge and skills to become better professionals? Each training program is aimed at achieving specific business goals. Depending on the purpose, there may be different types of training programs Armstrong (2006).

1.8 Limitation of the Study

At the same time there were difficulties in gathering data from the employees in Lion bank. The availability of the employees to fill the questionnaires was problematic with their extremely busy schedule. Moreover, lack of finance is the major limitation of this study which hinders the researcher from the depth investigation of the issue.

1.9 Organization of the Study

The research report is organized with five chapters. Chapter one includes background of the study, statement of the problem, basic research questions, objectives of the study, research hypothesis, significance of the study, scope of the study, operational definitions of key terms, limitation of the study, and organizational of the study. Chapter two includes review of relevant related literature. In this second chapter, theoretical and empirical foundations of the study was presented. Chapter three encompasses research methodology which includes, research approach, research design, data type and source, target population and sample size determination, sampling techniques, methods of data collection, constructs measurement, methods of data analysis and ethical consideration. In chapter four results and discussion of the study was presented in detail. The last chapter presents the summary of findings, conclusions and recommendations of the study. The summary of findings was made based on the results under chapter four. The conclusions were drawn from the summary of findings with practical recommendations at the end.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Review of Theoretical Literature

2.1.1 Definition of Electronic Banking

Banks have used electronic channels to do banking operations with both domestic and international customers. Currently, banks are mostly using electronic channels to receive instructions and deliver their products and services to their customers. Although the range of services provided by banks over the electronic channel vary widely in content, this form of banking is generally referred to as electronic banking (Azouzi, 2009).

The definition of electronic banking used in this study is adopted from the Basel committee report which defined it the provision of retail and small value banking products and services through electronic channels as well as a large value electronic payment and other wholesale banking services which are delivered electronically. Such products and services can include deposit taking, lending, account management, the provision of financial device, electronic bill payment, and the provision for other products and services such as electronic money (Basel committee on banking supervision, 2003).

Electronic banking services have benefits for both banks and customers. For banks, electronic banking is conceded a strategy weapon; help them to achieve competitive advantage and increase their market share. Furthermore, using electronic services can save the cost of resources, which are needed for traditional banking services (Jayawardhena and Foley, 2000).

From the customers' point of view, Aladwani, (2001) found that electronic banking provide faster, easier and more reliable services to customers. However, customers are still hesitant to use electronic banking services, because they are concerned with security issues, and they may do not have sufficient ability to deal with the applications of electronic banking (Ayrga, 2011).

2.1.2 Benefits of E- Banking

Internet Banking reduces waiting time and provides higher spatial lower cost structure as compared to traditional branch banking (Mols, 1999). Internet banking not only reduces the

operational cost but also enhances customer satisfaction and retention. Due to this internet banking has gained popularity among banks and consumers who have higher acceptance to new technology (Sathye, 1999, Mols,2000, Polatoglu and Ekin, 2001, Wisner and Corney, 2001) .Many banks have begun to use the Internet as a supplementary channel for delivering traditional products to consumers and businesses. Some banks are also investigating how they might expand their current service offerings to include some products designed exclusively for e-commerce (Furst, Lang, and Nolle, 1998 and Egland, Furst, Nolle, and Robertson, 1998). Many banks have established transactional web sites where individuals and businesses can perform many basic banking functions such as checking balances, transferring funds, or applying for credit cards. Small businesses can apply for loans, initiate wire transfers, and take advantage of cash management and payroll services. The findings of the study conducted by Jeevan (2000) suggests that internet banking enables bankers to offer low cost and high value-added financial services, another study by Hasan (2002) reveals that online home banking has emerged as a significant strategy to attract and retain customers by the bankers. In a study conducted by Nyangosi(2009) to collect the collect the costumers' opinion regarding importance of e – banking in India and Kenya, it was observed that customers in both the countries have developed a positive attitude towards the importance and emergence of e- banking.

2.1.3 Drivers of E- Banking

Six primary dimensions of e-banking service quality like convenience and accuracy, efficiency, queue management, accessibility and customization, feedback and complaint management influences the delivery of internet banking services (Joseph, 1999).According to Mishra(2005),the primary drivers of internet banking are improved customer access, offerings of more financial services increased customer loyalty .In a survey conducted by online banking association revealed that security is the most important concern of online banking. This is an important building block for improving trust between banks and its customers. The study connotes that the banks have to invest in technology-infrastructure, in hard-ware as well soft-ware including enhancing skills of the employees to offer security in all transactions to customers. In this light it becomes imperative for banks to impart training to its employees to enhance skills and, therefore, efficiency in day-to-day operations of the bank. VS Rama Rao (2010) has posited that training employees for specific tasks assumes importance in the light of

changing work environment wherein manual work is increasing being either replaced or worse, duplicated owing to technology. Training in technology can at least ensure that an employee is able is able to perform his task more efficiently. An employee in the bank who is interfacing with the customer, in online work environment can acquire refined skills to help him/her to improve job performance. P. Akilandeswari and Jayalakshmi (2014) have also asserted training and development are continuous process in improving the calibre of employees in their seminal work on effectiveness of training in Indian banks.

2.1.4 Theoretical foundations

2.1.4.1 Technology acceptance model (TAM)

To understand, predict and explain why people accept or reject information systems; researchers have developed and used various models to understand the acceptance of users of the information systems. The technology acceptance model (TAM) that was introduced by Davis, Bagozzi, and Warshaw (1989) is one of the most cited models that researchers used to study underlying factors that motivate users to accept and adopt a new information system (Al Shibly, 2011). The primary goal of TAM is to provide an explanation of factors affecting computer applications' acceptance in general. In addition, this model helps researchers and practitioners to identify why a particular system is unacceptable (Davis, 1989).

Davis suggested that using an information system is directly determined by the behavioral intention to use it, which is in turn influenced by the users' attitudes toward using the system and the perceived usefulness of the system. Attitude and perceived usefulness are also affected by the perceived ease of use. According to TAM, greater perceived usefulness and the perceived ease of use of an information system will positively influence the attitude toward this system. The attitude, in turn leads to a greater intention to use the system, which positively affects one's actual use of the system. TAM supposes that, other thing being equal, perceived usefulness is influenced by the perceived ease of use because the easier a technology to use, the more useful it can be. Perceived usefulness (PU) is defined as the degree to which a person believes that using a particular system would enhance his or her job performance. Perceived ease of use (PEU) refers to the degree to which a person believes that using the system was free of effort. Attitude (ATT) explains a person's favorable or unfavorable assessment regarding the behavior in question.

Intention (INT) is a measure of the strength of a person's willingness to use effort while performing a certain behavior. The external variables in the model refer to a set of variables that can influence information system adoption indirectly through perceived ease of use and perceived usefulness (Davis, 1989).

According to Taylor and Todd (1995), constructs of TAM are almost measured in the same way in every context. Furthermore, TAM is a reliable instrument and empirically sound. Several metaanalysis studies have provided sufficient data about TAM to be highly credible and rationally explain up to 40 percent of the behavioral intention to use (King and He, 2006; Yousafzai, Foxall, and Pallister, 2007). In addition, several studies have applied TAM to evaluate users' adoption in different settings such as electronic commerce (Gefen, Karahanna, and Straub, 2003); electronic learning (Arbaugh, 2000); internet banking (Al Sukkar and Hasan, 2005) and e-government (Alhujran, 2009).

2.1.4.2 Theory of planned behavior

The theory of planned behavior (TPB) suggested that human behavior is determined by intention to perform the behavior, which is affected jointly by attitude toward behavior, subjective norm and perceived behavioral control (Ajzen, 1991, 2002). Attitude (ATT) is the general feeling of people about the desirability or undesirability of a specific behavior. Subjective norm (SN) expresses the perceived organizational or social pressure of a person who intends to perform a particular behavior. Perceived behavioral control (PBC) reflects a person's perception of the ease or difficulty of implementing a particular behavior.

The ability of TBP in providing a useful theoretical framework for understanding and predicting the acceptance of new information systems is demonstrated (Ajzen, 2002). Armitage and Conner (2001) analyzed previous studies using the TBP in a meta-analysis study. The major conclusion was support for the efficacy of the TPB and the suggestion that more work on new variables is needed to increase the predictability of the model.

2.1.5 Determinants of Electronic banking

2.1.5.1Organizational factor

Organizations are different in their preference to adopt technological innovation (Iacovou 1995 & Grover 1993) influenced by a number of factors, like firm size, top management support and

financial and human resources. In the framework for this study, researcher uses one basic organizational factor as discussed below. Financial and human resources: - Financial resources are an important factor in facilitating innovation adoption for any organization and they are often correlated with the firm size (Kuan 13 2001 &Iacovou 1995).Therefore, it is expected that the availability of financial resources within the adopting firms is important for E-banking practice. These resources enable banking institutions to obtain human related resources including the required skills and expertise to develop and support provision of E-banking services.

2.1.5.2 Technological factor

It appears that there is a lack of consensus on what factors belong to this context. For example, one study (Salwani 2009) includes technology competence covering existing technology infrastructure and skills to utilize the technology in this context, while other studies (Ellias 2009 & Chang 2007) consider some relevant characteristics of technology. To avoid overlapping between technology and organizational contexts, researcher chooses two basic factors related to technology competence, which have relevant to the organizational factors, i.e perceived benefits and perceived risks are considered in this study from the technological factors. Perceived benefits of E-banking cover both direct and indirect benefits for the banking industry as well as for the consumers. Direct benefits include the savings on operational cost, improved organizational functionality, productivity gain, improved efficiency and increased profitability. Indirect benefits include the opportunity or intangible benefits such as improved customer's satisfaction through improved services, improved banking experience and fulfillment of their changing needs and lifestyle (Lu, 2005; Kuan&Chau 2001 &Iacovou 1995).

One of the important risks faced by banking institutions in offering E-banking services is the customers' resistance to use the services which significantly hinder the growth of Ebanking (Zhao, 2008 &Laforet 2005). Issues related to security have always been a concern when dealing with technologies related to online transactions such as E-banking (Chang 2007 & Rogers 2003). Therefore, the perception of the risks regarding E-banking is expected to influence its adoption and further growth.

2.1.5.3 Demographic Factor

Vinh Sum Chau, Liqing and Ngai, (2010), studied the perceptions, attitudes and behaviour of the youth towards internet banking services in Brazil. The authors found that young people (age 16-29) have a more positive attitude towards accepting the Internet Banking Services than other user-groups. Though researchers, like Daniel (1999), Jayawardhena and Foley (2000), Karjaluoto (2002), Mattila (2001) and Sathye (1999), indicated that demographic factors were significant in their acceptance model, they did not explain why the demographic factors had an impact on acceptance of Internet banking Desai Chaitali Venkateshrao, (2012) revealed that education, gender, income plays an important role in the usage of internet banking. Inhibitory factors like trust, gender, education, culture, religion, security, and price have minimal effect on customer mind set towards internet banking.

According to Flitto (1997) the adoption rate of ATM was higher among younger generation and Barnett (1998) suggests that younger consumers are more comfortable in using e-baking. The findings of the study conducted by Aspden(1997) reveals that males were more likely to adopt e-banking than females. Varsha Kuchar(2012) finding indicates that in India 62 percent of the internet bank adopters are in the age group of 21-40years and there exists no significant relationship between age and internet bank acceptance. Though gender has been suggested as a factor influencing internet banking acceptance, some studies argue that the internet is male dominated (Venkatesh and Morris, 2000).

2.1.5.4 Training Programmes

Training is a systematic process of increasing the knowledge and skills of the employee for doing a specified job by providing a learning experience. Armstrong, (2008), defined training as the planned and systematic modification of behavior through learning events, programs and instructions, which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively. It means that training helps the trainee acquire new skills, technical knowledge and problem-solving ability, thereby increasing the performance of the staff. It also tries to improve skills and add to the existing level of knowledge so that the employee is better equipped to do his present job, or to mound him to be fit for a higher job involving higher responsibilities. Thus Employee training is the planned and systematic modification of behavior through learning events, activities and programs which results in the

participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon 1992).

Armstrong (1996) expressed an understanding of training by emphasizing that training should be developed and operated within an organization by appreciating learning theories and approaches if the training is to be well understood. Sherman (1984) added that, the success of a training program will depend more on the organization's ability to identify their needs and care with which it prepares the program so that if the trainees do not learn what they are supposed to learn, the training has not been successful. They also indicated that training experts believe that if trainees do not learn, it is probably only because some important learning principle had been overlooked. What they are saying is that the success or failure of a training program is frequently related to the recognition and application of basic psychological principles of learning. It can also mean that even though the organization might have done all that is necessary to ensure a successful training program, the wrong candidate might have been selected for the training program.

2.2 Review of Empirical Literature

Georgis and Athanassios (2011) studied about the challenges and opportunities of e-banking in Greek. The top listed challenges that hinder the e-banking adoption in Greek are the low response rate from customers and the implementation of security and data protection ways. Lack of low internet usage and awareness with technological devices are also the main factors that affect negatively of the e-banking services of customers in Greece. The banks in Greece expand the implementation of e-banking service to remain competitive, keep track with technological advancements and benefit from the low cost of e-banking transactions (Georgis and Athanassios, (2011).

The provision of electronic banking in United Kingdom and republic of Ireland also studied by Daniel in 2009. The objective of the study was to quantify the current provision of electronic banking services by major retail banking organizations in the UK and Republic of Ireland by exploring the organization and future market aspects. According to the information gained from the mailed questionnaires, 25 percent of banks in the UK and Republic of Ireland offered online banking service for customers in their homes. Moreover, the study identifies the most important

factors for the adoption of electronic banking service such as customer acceptance for e banking service and the motive of banks to adopt e banking is low.

In Bangladesh, Tukrejul and Bahrul in 2016 studied about the possibilities and challenges of mobile banking using survey method of data collection. The researcher collected data from websites of banks, leaflets, technical personnel of several banks in Bangladesh. The study identified that mobile banking is a new term and rapidly getting popularity in Bangladesh society. Despite most Bangladesh people live in rural areas of the country, almost every family has at least one mobile phone and has the possibility to use mobile banking. The study of Tukrejul and Bahrul described the prospects and limitation of mobile banking in Bangladesh by portraying the existing condition of mobile banking. Among the existing challenges of mobile banking which listed by the study includes lack of awareness about mobile banking issues and uses, security threat, absence of interbank fund transfer facility and technology complexity issues.

Another study conducted by Rahman (2008) in Bangladesh states that, E-banking become a global phenomenon and countries are experiencing strong growth in E-Banking services. There is strong government initiative through expanding ICT park and infrastructure, waiving taxes on computer peripherals and other measures including the automation program of banking sector.

Lichtenstein and Williamson, which published in 2006, conducted an interpretive study about the adoption of internet banking in the Australian banking context. The study supports the understanding of how and why specific factors affect the consumer decision whether or not to bank on the internet. According to this study, convenience is the main motivated factor for customers to use internet-banking services. Another factor or opportunities to use inetnet banking which described in the study includes the increasing of risk acceptance level by consumers and the growing importance of giving sufficient consumer support for such services

The study conducted by Syed and Muhammad in 2015 identify the critical practices and barriers for the development of online banking industry in Pakistan. In Pakistan foreign banks played significant role to introduce electronic banking systems in the mid of 1990‟s. Afterwards, the domestic banks adopted and use the foreign e-banking practices such as ATM ((Abid, 2006). According to the study of Syed and Muhammed, the major challenges for adopting e-banking includes lack of sufficient ICT infrastructure and the security issue in which hackers hack the

customers basic banking information. Moreover, the customers trust of banks is low and the banks not designed better websites for aware their customers about e-banking as a result it makes the service complex to understand by clients.

In India Karimzadeh studied e-baking issues that published in interdisciplinary journal of contemporary research in business in 2012. The objective of study was identifying the challenges of e-banking from the perspective of employees and bank customers. The challenges of e banking in India are categorized as legal and security aspects, socio-cultural problems, and management-banking issues. The main factors, which obliged to practice of e-banking includes increasing of competition, changing business environments, globalization and the advancement of Information and Communications Technology. In addition, the demand for financial services is changing rapidly and customer behavior regarding these services is also adapting rapidly. Hence, to transform traditional banking activities to electronic banking, new strategies must be in practice to attract new customers and retain existing ones.

The data taken from customers indicated that less awareness, limited trained human resources, and low levels of income are the main challenges for the development of e banking. In India, infrastructural challenges such as Weak Telecommunications (fiber optic, satellite networks, and communication bandwidth) are the major obstacle for implementing electronic banking there. The legal challenges of electronic banking also include lack and limitation of regulation and law, increased potential of fraud, denial of e-documents in courts, lacking or weak security measures, lack of strong trust environment (Karimzadeh,2012).

Resistance of employees and managers regarding new technologies and lack of adequate coordination, interaction and cooperation between banks and other decision-making centers, lack of long-term strategic management and change and shift of managers and decision makers are also an important obstacle (Karimzadeh, 2012).

Another study also made by Masha and Ali on the issues and challenges of electronic banking Regime in Iran, which published in 2018. The major barriers of electronic adoption are financial, regulative and legal issues, organizational culture and process issues, infrastructures and systems. In the study, the e-banking achievements of Iran included and elaborated. Those achievements are Electric interbank communications, implementing Centralized Banking Systems, reduce the costs of branches and headquarters of banks, expansion of electronic payment equipment and

tools, reduction of the cost of doing banking activities, expanding the use of Mobile Bank and payment systems. In addition, rising security and reducing the incidence of human error in banking activities and the growing use of electronic money instead of paper money listed as achievements in Iran (Masha and Ali, 2018).

In related to system challenges Masha and Ali identified hardware and software issues. The hardware challenges include lack of proper hardware with the size of banking operations and initial cost of hardware systems. The software issues include lack of specific standards in software systems, the initial cost of software systems, not paying attention to the potential of domestic software in the field of finance and banking and Incompatibility of domestic banking operations with international banking operations and as a result of incompatibility with international software Mateka, M., Gogo, J., &Omagwa, J. (2016).

Among the Cultural Challenges of electronic banking in Iranlack of proper and comprehensive culture among banking users in the field of virtual banking also explained. As per the information taken from Mash and Ali's study Organizational and Process Challenges are also become the obstacle in effectively implement e- banking issues in Iran. There is significant difference in governing the virtual and current banking activities. The continuous and direct communication between the bank and the customer based on the customer's physical presence. Educational and infrastructural challenges are also listed as the obstacle. Government monopolizes the telecommunication. In addition, Risk Management Challenges such ashighly competitive pressure to provide new business applications in a very compact time frame as well as the dependence of banks on information technology and the resulting technical complexity in security and operational issues critical issues in Iran. In related to Legal challenges Masha and Ali stated that, all banking activities are conducted electronically, but in the current legal system, written documentations are authentic in the current legal system. There is lack of admissibility of electronic records in the authentication of individuals. Masha and Ali recommended that the legislator needs to take the necessary measures, taking into account the needs and necessities of the present, before serious problems and large legal cases with wide implications for individuals and the judiciary take place Marziani, P.,& Sulentic, J.W.(2014).

In Hong Kong Chi Shing and Grant in 2007, conducted study about the factors affecting the adoption of internet banking implications for banking sectors. The study describes the sense of internet banking in Hong Kong from three perspectives. The first is the current adoption rate of internet banking. The second perspective is the perceived usefulness, perceived ease of use, perceived risk and personal innovativeness in information technology. Third angles identify the potential impacts on the strategic activity of banking organizations operation in Hong Kong market. There is better market demand and better banking strategy to adopt e-banking there despite of the security and technology complexity issues.

Academicians and researchers defined computer self-efficacy as a person's ability to use the computer for the sake of information technology use (Compeau & Higgins, 1995; Hill, Smith, & Mann, 1986). In fact, computer self-efficacy is not related to the individuals past actions, but to the judgments of their future actions (Hayashi, Chen, Ryan, & Wu, 2004). Furthermore, computer self-efficacy is found to not be directly related to several computer skills, such as document formatting, diskette formatting and entering formulas into spreadsheets. Relatively, it involves the judgments involved in the individual's capabilities to apply skills to complex tasks at broader level. Davis (1987) proposed the relationship between perceived ease of use and computer self efficacy based on theoretical argument. Literature has also provided evidence for the existence of a causal link between perceived use and computer self-efficacy (Amin, 1970) (Agarwal & Prasad, 1999).

In Malaysia, Hanudin found that computer self-efficacy positively influences both perceived ease of use and usefulness of internet banking among young intellectuals. In Nigeria, Oni and Ayo (2010) found that computer self-efficacy positively influences perceived ease of use and perceived usefulness of e-banking. Thus, literature has revealed the critical role of computer self-efficacy in terms of its influence on perceived ease of use and perceived usefulness (Amin, 1970; Oni & Ayo, 2010).

(Amin) argued that perceived credibility refers to the privacy and security as key indicators of behavioural intentions to use information systems. By definition, security refers to the protection of information systems from illegal outflows or instructions. Privacy is the protection of data collected without the users' consent during their interactions with the internet. Oni and Ayo empirically proved that perceived credibility positively influence perceived usefulness and ease

of use (Novak, Hoffman, & Peralta, 1999). Additionally, Rabaai, Zogheib, AlShatti and AlJamal (2017) discovered the positive relationship between perceived credibility and both perceived usefulness and perceived ease of use.

In an online marketplace, trust is a belief that an organisation will complete its responsibilities without getting any benefit from them (Ranaweera, McDougall, & Bansal, 2005). Perceived lack of trust increases on the internet, particularly in financial transactions (Gefen, 2000; Pitta, Franzak, & Fowler, 2006). Therefore, financial institutions must consider this issue in order to reduce user uncertainty and generate positive beliefs about the organization's behaviour (Bart, Shankar, Sultan, & Urban, 2005; Ganesan, 1994).

Past research discovered the positive relationship between trust and perceived usefulness of ecommerce (Gefen, Karahanna, & Straub, 2003; Shin, 2008). Moreover, the more the users'' trust in a website, the more time effective its use. Users will undertake cognitive efforts to examine the website's details and information quality (Munoz-Leiva, Hernández-Méndez, & Sánchez-Fernández, 2012). Previous studies have provided evidence for the effect of trust on usefulness (Sun, 2010; Yoon, 2009; Zhou, 2011).

Authors stated different points of view. Some stated that usability determines perceived trust and broadens the concept of accessibility (Christine Roy, Dewit, & Aubert, 2001). Saeednia and Abdollahi (2012) revealed the positive and direct relationship between usability and trust. This implies differences in the relationship based on the ease of access levels that users perceive regarding electronic banking services.

Numerous studies have provided evidence that better accessibility to information leads to increased ease of use and information usage (Lin & Lu, 2000; Wyer & Srull, 1986). In addition, Tan and Teo (2000), Wixom and Todd (2005) and Poon (2007) revealed that users that have higher accessibility to electronic banking have higher ease of use and adopt the technological innovations early. Cyr's model emphasized the significance of navigation systems that can help the users' access to electronic systems (Cyr, 2008).

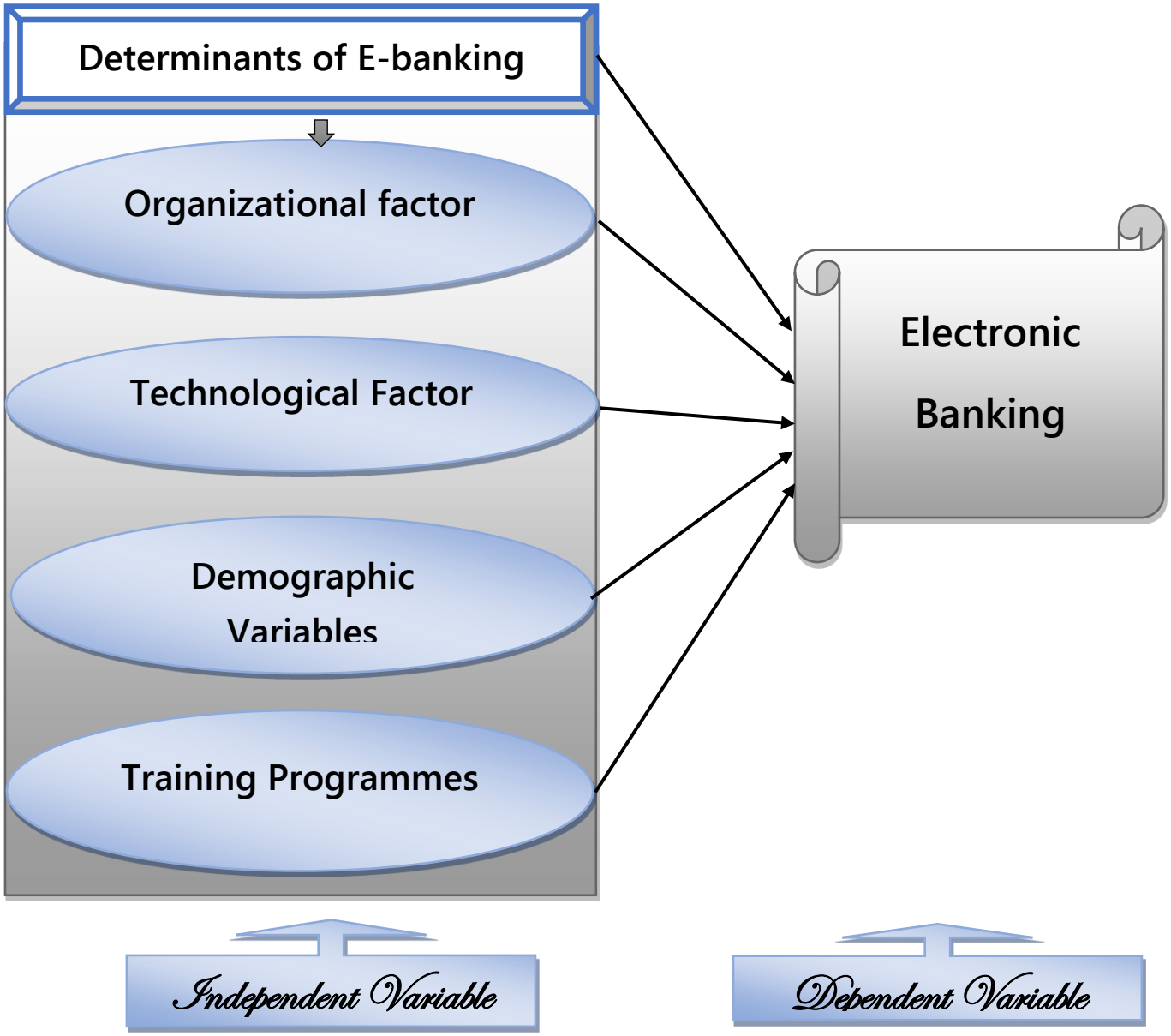
2.3 Research Gap of the study

A review of theories has already been conducted. The three theories are technology acceptance model theory, Schumpeter theory of innovation and innovation diffusion theory. A review of empirical literature was also conducted, which revealed several studies conducted in electronic banking. Most have shown that online banking influences financial performance positively, while others showed a negative relationship. However, the above studies have presented knowledge gaps in the literature that need to be addressed. While these studies have been conducted, many of them have not been conducted in Ethiopia hence presenting geographical gaps. Furthermore, for other studies, contextual gaps have been left as they have been conducted in sectors other than commercial banks. Moreover, the concepts in the identified studies have differed as some have used different performance measures. Specifically, conceptual gaps were identified in the studies where most studies only focused on the general performance of banks and not specific on critical determinants. As a result, the research was unable to effectively explain the relationship between various forms of electronic banking and Lion bank. In terms of the context some studies were conducted on only one bank leaving out other commercial banks whose operations are different and hence could have different effects. Other studies were conducted among MFIs hence the need to do the same among commercial banks. The knowledge gaps are explained by the differences in internal operations commercial banks, thus the findings cannot be applied to commercial banks. The studies also revealed geographical gaps, such as those done among Ethiopian banks, the results of which may not be applicable to Ethiopian banks, necessitating thenecessityforthisresearch.Asaresult,therehasbeenaknowledgegapintermsoftheinfluenceofe-banking on lion bank performance in Ethiopia. As a result, in order to participate to this study, secondary data was collected from all Lion bank in Ethiopia.

2.2 Conceptual Framework of the Study

In this conceptual framework, it was tried to show the effect of all the variables. It is illustrating a clear picture of variables used in the thesis, their effects, impact, and changes. It was helping the reader understanding the concept in a short and precise figure. This conceptual framework is showing the crux of the whole thesis and making the subject clearer.

Figure2. 1 : Conceptual framework of the study



Source:(Iacovou 1995 & Grover 1993), (Salwani 2009), Vinh Sum Chau, Liqing and Ngai, (2010), and Armstrong, (2008),

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Research Approach

Quantitative research methods was used in the study. The type of research is explanatory research. Since the research mainly focuses on the determinants of electronic bank in the banking industry taking the case of Lion bank, the research was used a quantitative research approach that makes use of descriptive and explanatory research method. The rational for the choice of descriptive survey method is the fact that the descriptive survey studies were used in order to describe and interpret trends of events as it exists at present and quantitative involves statistical models such as means, standard deviations, correlations, and regressions analysis.

3.2 Research Design

A research design is a strategic framework for action that serves as a bridge between research questions and the execution or implementation of the research (Blanche, Durrheim, & Painter, 2007). The main purpose of this research is to investigate the determinants of electronic bank. In this case, explanatory research design was applied in this study. Explanatory research was used to explain effect of independent variables on the dependent variable.

3.3 Data Type and Sources

In this study both Primary and Secondary sources was used in asking information for the study. Primary data was obtained from a structured close ended/ self-administered questionnaire and Secondary information was collected from the previous studies, journals and articles conducted on determinants of E-banking and other related studies was used as the source of data for analysis and discussion result.

3.4 Target Population and Samples

The targeted populations for this study were managers and non-mangers of employees at each level of Lion bank which exist at Addis Ababa and branches under this area are the pool of the study. Addis Ababa have 82 branches right now and 30% (24 branches) were only focus of this study. which were established earlier and having more electronic experienced areas than others

which is excludes for this study was selected by using simple random lottery methods. This is because to give equal chance for branches and East Addis district is one of the industrialized and early emerging branches are exist in the area. This percentage is chosen because Mugenda and Mugenda (2003) also notes that a sample size of 10%-30% of the target population for a social study is adequate for research.

3.5 Sample Size Determination and Sampling Techniques

Creswell (2003) asserted individual researchers have freedom of choice. Accordingly, to this study was used probability sampling techniques in order to give equal opportunity for the target population. Therefore, under this sampling design, every item of the universe has an equal chance of inclusion in the sample. It is, so to say, Stratified sampling technique used to select sample of the study from the existing employees of the selected branches. This is because the study focus on different groups of respondents and each group of the respondents was required to have its own representative from the total sample size. Stratified sampling guarantee specific groups within a population are adequately represented in the sample.

Since the sample frame is heterogeneous, the researcher employed proportionate stratum random sampling to select samples from the existing employees. Stratified random sampling is a sample obtained by separating the population in to homogenous groups these are called strata and then select a sample from each stratum using proportional size of stratum. A stratified random sampling allows us to take into account the different subgroups of people in the population and helps guarantee that the sample accurately represents the population on specific characteristics. To determine the sample size the research employed, from among different methods, the one which is developed by Yamane (1967). The formula is stated below:

$\boldsymbol{n = \frac{N}{1+N(e)^2} \rightarrow n = \frac{303}{1+303(0.05)^2} = \rightarrow 173}$ was used as sample size for this study

Where:

n= sample size

N= total number of employees of Lion bank

e= level of precision- 5% or 0.05

After the sample size is calculated using the above formula, the samples was selected using simple random sampling.

$n_i = n*p_i/N$,

n_i = sample size for each staff,

p_i = the total number of employees in each branch,

N=the total number of employees in the Lion bank,

n= the total sample size for each staff. Accordingly, the table below shows the proportionate sampling for each staff based on the above given formula. The one hundred seventy-three sample employees was distributed between each staff in their proportion. Accordingly, using the above formula the total sample size is calculated and found to be 173. Then the sample size of each stratum is calculated as shown in table 3.1 below.

Table3. 1Population and Sample Size of Lion bank

S/N	Category	Target Population(N)	Sample size from each Strata
1	Yeka branch	25	15
2	Arada branch	12	7
3	Gofa branch	12	7
4	Raguel branch	12	7
5	Merkato branch	12	7
6	Bole branch	12	7
7	Gerji branch	12	7
8	Mesalemiya branch	11	6
9	Teklehaymanot branch	11	6
10	Senga tera branch	11	6
11	Kaliti branch	11	6
12	Athlete Haile branch	11	6
13	Megenagna branch	12	7
14	Sarebet branch	12	7
15	Mexico branch	11	6
16	Saris branch	12	7
17	Gotera branch	11	6
18	Meskel flower branch	12	7
19	Lafto branch	11	6
20	Bole Michael branch	11	6
21	Sheger branch	12	7
22	Churchil Godana branch	12	7
23	Kaliti Gumruk branch	12	7
24	Imperial branch	11	6
25	Summit branch	12	7
	Total	**303**	**173**

3.6 Methods of Data Collection

Primary data was collected using a well-designed self-administration questionnaire which is designed on an ordinal scale of measurement. Based on the context of Lion bank. The items was measured using a 5-point Likert scale marked as 1= strongly disagree, 2= disagree, 3=somehow agree, 4= agree and 5= strongly agree. A high score shows the high viability of factors of E-banking perception while low score suggests low adequacy perception in the scale.

3.7Validity and Reliability of Data Collection Tools

3.7.1 Validity

It is important to make sure that the instrument that we develop to measure particular concept is indeed accurately measuring the variable and then in fact, we are actually measuring the concept that we set out to measure. Therefore, the content validity for this study was addressed through the review of literature and adapting instrument used in the previous research (Hair, 2007).

3.7.2 Reliability

Aimed at the point that even if the research is repeat, they wasend up with similar results or the consistency or dependability of a measurement technique, and it's concerned with the consistency or stability of the score obtained from a measure or assessment overtime and across settings or conditions. If the measurement is reliable, then there is less chance that the obtained score is due to random factors and measurement error (Marczyh, 2005). According to George and Mallery (2003) Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistence or reliability of a psychometric test score for a sample of examinees. Cronbach's alpha reliability coefficient normally ranges between 0 and 1.

3.8Methods of Data Analysis

Descriptive statistics such as frequency, percentages, mean and standard deviation of factors of E-banking and E-bankingwas used. To ascertain the presence of statistically significant relationship between factors of E-banking and E-banking, the Correlation Coefficient was used. To identify the effect of independent or predictor variables (factors of E-banking) on the

dependent variable (E-banking) multiple linear regression was adopted. The model specification of multiple regression is presented as:

$Y_i=\alpha+\beta 1x_1+\beta_2x2_{+}\beta_3x_{3+}\beta_4x_{4+}$ e.

The left-hand variable Y_i denotes the dependent variable (i.e, E-banking). α is the intercept term and, βis represent the coefficients of all Xis (the independent variables). Empirically the multiple linear regression model is specified as follows:

E-banking =α+β1+β2+β3+β4+β4+e as:

3.9Ethical Consideration

As suggested by (Trochim, 2000; Sekaran, 2006), the researcher has ensured the strict adherence of the following ethical conducts: Respondents take part in the research voluntarily and data was collected based on the consent of the individual. The purpose of the research is clearly explained to respondents. Information provided by respondents was treated with strict confidentiality and the researcher ensured that participants were remained anonymous throughout the study. The misrepresentation or distortion of the actual data was collected from respondents.

CHAPTER FOUR

4. RESEARCH FINDINGS, ANALYSIS, AND DISCUSSIONS

This chapter is presented a discussion of the final results and the process through which the results were obtained. It addresses the research questions raised in the first chapter. The first part of this chapter reports the demographic characteristics of the respondents. The second part is the statistical methods of analysis were discussed, which included a descriptive analysis, a correlation analysis, and a regression analysis through SPSS version. Under this chapter data gathered through survey is analysed and interpreted. Accordingly, the section contains respondents' profiles, data presentation, data analysis and interpretation. As explained in the methodology part of this thesis, for 303 population 173 sample size was taken and questionnaire was distributed to them accordingly. However, out of the total sample size only 165 responses were collected which make the response rate 95.3% which is acceptable to make this study rigorous and generalizable.

Aimed at the point that even if the research is repeat, they will end up with similar results or the consistency or dependability of a measurement technique, and it's concerned with the consistency or stability of the score obtained from a measure or assessment overtime and across settings or conditions. Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization (Zinbarg, 2005). An alpha coefficient of 0.70 or higher indicated that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg, 2005). As can be seen in Table 4.1, the independent variables scored from very good to acceptable alphas.

Table4. 1 : Reliability result

S/N	Variables	Cronbach's alpha	Justification
1	Technological factors	.759	Optimum
2	Organizational factors	.742	Optimum
3	Training programmes	.706	Optimum
4	Demographic factors	.712	Optimum
5	E-Banking Services	.842	Optimum

Source: Primary data (2022)

4.1 Demographic Characteristics

The study participants have different personal information. The presentation of the results characteristics of respondent's bio data such as gender, age, educational level in the bank is presented here. The following tables depict each demographic characteristic of the respondents.

Table4. 2 Demographic Characteristics

Category	Description	Frequency	Percent
Gender	Male	94	57
	Female	71	43
	Total	**165**	**100**
Age	Less than 25	13	8
	Between 26-35	47	28
	Between 36-45	72	43
	Between 46-55	25	15
	55 and above	8	5
	Total	**165**	**100**
Educational Status	Bachelor's degree	104	63
	Postgraduate degree	61	37
	Total	**165**	**100**

Source: Primary data (2022)

As shown on **Error! Reference source not found.**, of the total respondents 57% were male and he remaining 43% were female. This indicates that the number of proportions between male and female employees in the bank are male oriented. With regard to respondents age category, the

highest group of respondents, 43%, 28%, 15%, 8% and 5% fall under age category of Between 36-45, Between 26-35, between 30-35, Between 46-55, Less than 25, and 55 and above respectively. This implies that about 50% of the respondents are 30-35 years of age. Thus, the bank is said to be filled by adults. In relation to employee level of qualification the above table clearly depicts, 63% of the respondents have first degree followed by number of respondents having masters which is closer to 37% respectively. From this educational background of the respondents, one can easily understand that the employees taken as subjects of the study are capable of properly understanding and are able to answer the questions provided to them.

4.2 Perception on Determinants of E-banking services

With this into consideration, several statements related to E-banking services practices were constructed and employees were asked to rate on a scale of 1 to 5 (1- strongly disagree and 5 strongly agree) and descriptive statistics was calculated using SPSS software. In this section various statistical data analysis tools such as mean, standard deviation is used to analyse the collected data. According to (Poonlar Btawee, 1987) the mean score 1.00-1.80 was considered as strongly disagree, the mean score from 1.81-2.60 was considered as disagree, 2.61-3.40 was considered as somehow agree, 3.41-4.20 was considered as agree, and 4.21-5.00 was considered strongly agree illustrated by Comparison bases of mean of score of five-point Likert scale instrument. Thus, detail of the analysis is presented as follows:

4.2.1 Perception of Respondents towards technological factor Practice of the Lion bank

In this section, the researcher has tried to assess the general question about technological factor towards the Lion bank E-banking services. Descriptive statistics was done in the form of mean and standard deviation for eight items and it is presented in the following table. And it was developed by items using Likert scale. Thus, all statements were measured on Likert scale.

Table4. 3 Mean and Standard Deviation of technological factor

Items of technological factor	N	Mean	SD.
The bank has various e-banking applications that can be compatible with customers' daily business needs.	165	3.08	1.14
The bank employees have the necessary technical skills to aid the e-banking services.	165	3.54	1.16
The bank has a good understanding of the electronic banking business model.	165	3.84	1.06
The bank has a well-organized electronic banking application support team.	165	3.86	1.02
Customers of the bank trust and prefer the E-banking technology provided by the bank.	165	3.43	1.16
Highly secured E-banking technology is implemented.	165	1.96	1.52
The cost of implementing the technology is relatively low.	165	2.32	1.58
The bank's facilitated e-banking products are easy and comfortable to	165	2.20	1.40
Cumulative result of technological factor	**165**	**3.03**	**1.25**

Source: primary data (2022)

The mean or the average response of the respondents about the degree of agreement they had about the employees' perception technological factor practice of the Lion bank was perceived to have a mean of 3.03 (SD= 1.25) on a 5-point scale. This shows that the respondents somehow agree about the technological practice of the Lion bank. Moreover, the standard deviation of variables is greater than 1.00, indicating that respondent's perception on the technological factor is heterogeneous to each other for technological factor of the Lion bank.

4.2.2 Perception of Respondents towards organizational factor Practice of the Lion bank

In this section, the researcher tried to assess the general question about organizational factor towards the Lion bank reward system. Descriptive statistics was done in the form of mean and standard deviation for eight items and it is presented in the following table. And it was developed by items using Likert scale. Thus, all statements were measured on Likert scale.

Table4. 4 Mean & Standard Deviation of organizational factor

Items of organizational factor	**N**	**Mean**	**SD.**
E-banking services, changes in technology by the board, top management, and staff	165	3.47	0.98
modest technical and managerial skills in the implementation and development of E-banking technology.	165	3.50	0.98
Enough financial capacity to deal with the cost of implementation of E-banking	165	3.10	1.03
The bank has enough physical support and equipment for the implementation of e-banking.	165	2.82	1.29
The management gives adequate support for the purchase and maintenance of e-banking equipment.	165	2.50	1.51
The management perceives the adoption of e-banking as a source of competitive advantage.	165	2.26	1.35
Employees are interested in the use of electronic banking.	165	2.62	1.37
The bank's employees are supportive of the use of electronic banking in business operations.	165	2.41	1.46
Cumulative result of organizational factor	165	2.83	1.25

Source: primary data (2022)

The mean or the average response of the respondents about the degree of agreement they have about the employees' organizational factor practice of the Lion bank was perceived to have a

mean of 2.83 (SD= 1.25) on a 5-point scale. This shows that the respondents somehow agree about the employees' organizational factor of the Lion bank. Moreover, the standard deviation of variable is greater than 1.00, indicating that respondent's perception on the organizational factor is heterogeneous to each other for organizational factor of the Lion bank.

4.2.3 Perception of Respondents towards training programmes Practice of the Lion bank

In this section, the researcher tried to assess the general question about training programmes towards the Lion bank E-banking services. Descriptive statistics was done in the form of mean and standard deviation for eight items and it is presented in the following table. And it was developed by items using Likert scale. Thus, all statements were measured on Likert scale.

Table4. 5 Mean and Standard Deviation of training programmes

Items of training programmes	**N**	**Mean**	**SD.**
Lion Bank properly assesses the needs of employees' e-banking services.	165	2.90	1.30
The e-banking training objectives of Lion Bank are specific.	165	3.34	1.25
Lion Bank E-banking services use different training methods.	165	3.31	1.29
Trainers have knowledge of the content of the E-banking services training program.	165	3.24	1.18
The training program in Lion Bank E-banking practices is planned and systematic.	165	3.15	0.97
Lion Bank E-banking practices conduct training evaluations before training is conducted.	165	3.36	1.12
During training, Lion Bank E-banking services conducted a training evaluation.	165	3.32	1.26
Lion Bank E-banking practices conduct training evaluations after training is conducted.	165	2.40	1.46
Cumulative result of training programmes	165	3.12	1.23

Source: primary data (2022)

The majority reaction of respondent's total mean for current training programmes shows a mean of 3.12 (1.23). Therefore, employees of the Lion bank moderately agree with the existing training program of the Lion bank. Moreover, the standard deviation of variable is greater than 1.00, indicating that respondent's perception on the training programmes is heterogeneous to each other for training programmes of the Lion bank.

4.2.4 Perception of Respondents towards demographic factors Practice of the Lion bank

In this section, the researcher tried to assess the general question about demographic factors towards the Lion bank E-banking services. Descriptive statistics were done in the form of mean and standard deviation for four items and it is presented in the following table. And it was developed by items using Likert scale. Thus, all statements were measured on Likert scale.

Table4. 6Mean and Standard Deviation of demographic factors

Items of demographic factors	**N**	**Mean**	**SD.**
People's gender orientation affects their electronic banking services usage behaviour.	165	3.28	1.09
Youth and the middle age group use electronic banking services more than the elderly.	165	3.20	1.03
People with a high education level are becoming more electronic banking users.	165	3.14	1.03
People with more income have a high tendency to use electronic banking.	165	3.00	1.15
Cumulative result of demographic factors	165	3.16	1.08

Source: Primary data (2022)

The majority reaction of respondent's total mean for all items under current demographic factors shows a mean of 3.16. Therefore, employees of the Lion bank were moderately with the existing demographic factors of the Lion bank. Moreover, the standard deviation of variable is greater than 1.00, indicating that respondent's perception on the demographic factor is heterogeneous to each other for demographic factor of the Lion bank.

4.2.5 Perception of Respondents towards E-Banking Services of the Lion bank

In this section, the researcher tried to assess the general question about E-Banking Services towards the Lion bank E-banking services. Descriptive statistics was done in the form of mean and standard deviation for four items and it is presented in the following table. And it was developed by items using Likert scale. Thus, all statements were measured on Likert scale.

Table4. 7 Mean and Standard Deviation of E-Banking Services

Items of E-Banking Services	**N**	**Mean**	**SD.**
There is sufficient technological enablement for e-banking services.	165	3.86	0.92
There is sufficient organizational enablement for e-banking services.	165	3.14	0.97
There are sufficient enabling training programmes for e-banking services.	165	3.36	1.07
There are sufficient enabling demographic factors for e-banking services.	165	3.24	0.95
Cumulative result of E-Banking Services	165	3.40	0.98

Source: Primary data (2022)

The majority reaction of respondent's total mean for all items under current E-Banking services shows a mean of 3.40. Therefore, employees of the Lion bank somehow agree with the existing E-Banking services of the Lion bank. Moreover, the standard deviation of variable is less than 1.00, indicating that respondent's perception on the E-Banking services is homogeneous to each other for E-Banking services of the Lion bank.

4.3 Inferential Statistics

The bivariate analysis includes the correlation and regression analysis which was used to investigate the effect of E-banking service son E-Banking Services, and the relationship between E-banking services and E-Banking Services. Using Pearson correlation with two tailed tests of

significance, the correlation analysis was made to investigate the relationships. Using the regression analysis, the impact of the variables was investigated.

4.3.1 Correlation Analysis of the Study Variables

Correlation analysis is primarily concerned with finding out whether a significant relationship exists between two variables (Field, 2005). It is used to describe the strength and direction of the linear relationship between two variables. Pearson correlation (commonly called Pearson Correlation Coefficient) is used for the study to investigate a relationship between E-banking services and E-Banking Services. The value of Pearson product-moment correlation coefficient (r) normally varies between -1 to +1. The sign indicates whether there is a positive correlation (as one variable increase, other also increase) or negative correlation (as one variable increase, other decrease). The results of correlation analysis between independent variables and dependent variable are depicted in the following table.

Table4. 8 Relationship between Independent and Dependent Variable

		1	2	3	4	EBS
Technological Factors	Pearson Correlation	1	.234**	.151**	.067	.283**
	Sig. (2-tailed)		.000	.010	.259	.000
Organizational Factors	Pearson Correlation	.234**	1	.518**	.156**	.467**
	Sig. (2-tailed)	.000		.000	.008	.000
Training Programmes	Pearson Correlation	.151**	.518**	1	.402**	.552**
	Sig. (2-tailed)	.010	.000		.000	.000
Demographic Factors	Pearson Correlation	.067	.156**	.402**	1	.241**
	Sig. (2-tailed)	.259	.008	.000		.000
E-Banking Services	Pearson Correlation	.283**	.467**	.552**	.241**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Source: Primary data (2022)

Reviewing 4.8 shows a positive and significant correlation was found between technological factors and E-Banking Services in Lion bank (r= .283**; p-value<0.001). Thus, we can also say that for a unit change in independent variable (technological factors), if there happens to be a constant change in the dependent variable (E-Banking Services) in the same direction, then

correlation was termed as positive or an increase or decrease in technological factors is result in corresponding change in E-Banking Services in the same direction.

Reviewing 4.8 shows a positive and significant correlation was found between organizational factor and E-Banking Services in Lion bank(r= .467**; p-value<0.001). Thus, we can also say that for a unit change in independent variable (organizational factor), if there happens to be a constant change in the dependent variable (E-Banking Services) in the same direction, then correlation was termed as positive or an increase or decrease in organizational factor is result in corresponding change in E-Banking Services in the same direction.

Reviewing Table 4.8 shows a positive and significant correlation was found between training programmes and E-Banking Services in Lion bank(r= .552**; p-value<0.001). Thus, we can also say that for a unit change in independent variable (training programmes), if there happens to be a constant change in the dependent variable (E-Banking Services) in the same direction, then correlation was termed as positive or an increase or decrease in training programmes is result in corresponding change in E-Banking Services in the same direction.

Table 4.8 shows a positive and significant correlation was found between demographic factors and E-Banking Services in Lion bank(r= .241**; p-value<0.001). We can also say that for a unit change in independent variable (demographic factors), if there happens to be a constant change in the dependent variable (E-Banking Services) in the same direction, then correlation was termed as positive or an increase or decrease in demographic factors is result in corresponding change in E-Banking Services in the same direction.

4.3.2 Testing Assumption Testing

4.3.2.1 Multi-Collinearity Diagnosis

Multicollinearity is a problem that occurs with regression analysis when there is a high correlation of at least one independent variable with a combination of other independent variables. Sometimes, it was difficult to identify the unique contribution of each variable in predicting the dependent variable, when variables are highly correlated. Collinearity diagnostics' is part of the multiple regression procedure that can help the researcher to pick up on problems with multi-collinearity that may not be evident in the correlation matrix. Under collinearity diagnostics, two values are given: Tolerance and VIF. According to Pallant (2005), Tolerance is

an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, which suggests the likelihood of multi-collinearity. The other value given is the VIF (Variance Inflation Factor), and VIF values above 10 indicate the presence of multicollinearity. Table 4.9 below indicates amounts of Tolerance and VIF (Variance Inflation Factor) of the given independent variables, which is obtained from 'collinearity diagnostics' performed by SPSS version. As it is shown on the **Error! Reference ource not found.** 4.9, there is no multi-collinearity among independent variables. Because, tolerance amount for all variables is greater than 0.10 and VIF are also less than 10.

Table4. 9 Multicollinearity Statistics

Variables	**Tolerance**	**VIF**
Technological Factors	0.795	1.257
Organizational Factors	0.617	1.620
Training Programmes	0.609	1.641
Demographic Factors	0.646	1.548

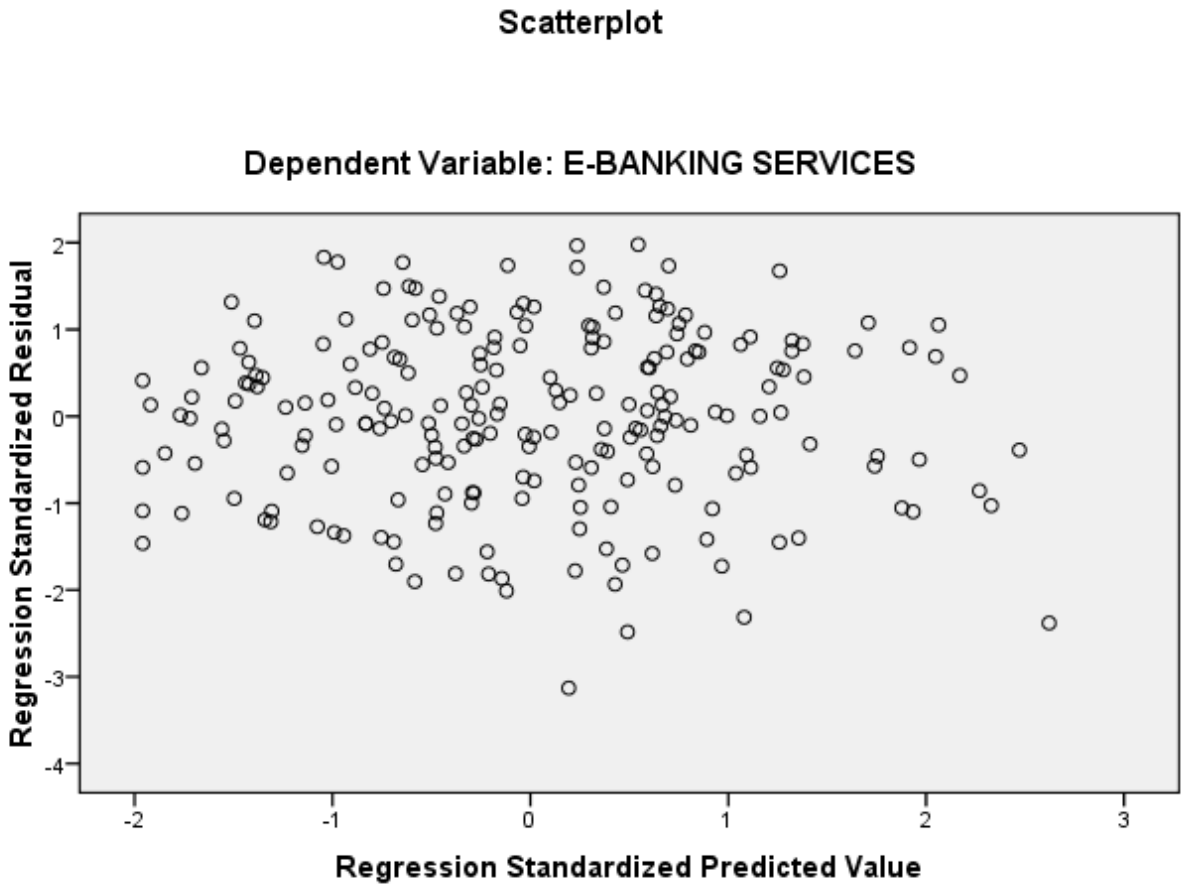
Source: Primary data (2022)

4.3.2.2 Testing for Normal Distribution of Data

Error! Reference source not found. shows the frequency distribution of the standardized esiduals compared to a normal distribution. As you can see, although there are some residuals (e.g., those occurring around 0) that are relatively far away from the curve, many of the residuals are fairly close. Moreover, the histograms are bell shaped which led to infer that the residual (disturbance or errors) are normally distributed for all models. Thus, no violations of the assumption normally distributed error term. Thus, from an examination of the information presented in all the three tests the researcher concludes that there are no significant data problems that would lead to say the assumptions of classical linear regression have been seriously violated. Furthermore, according to Field (2013) and Pallant (2010) the P-P plot (probability–probability plot) is another useful graph for testing normality. As a result, figure 4.1 shows the normal distribution of residuals around its mean of zero. Hence the normality

assumption is fulfilled as required based on Figure 4.1. From this it is possible to conclude that the inferences that the researcher will made about the population parameter from the sample is valid.

Figure4. 1Frequency Distribution of the Standardized Residuals

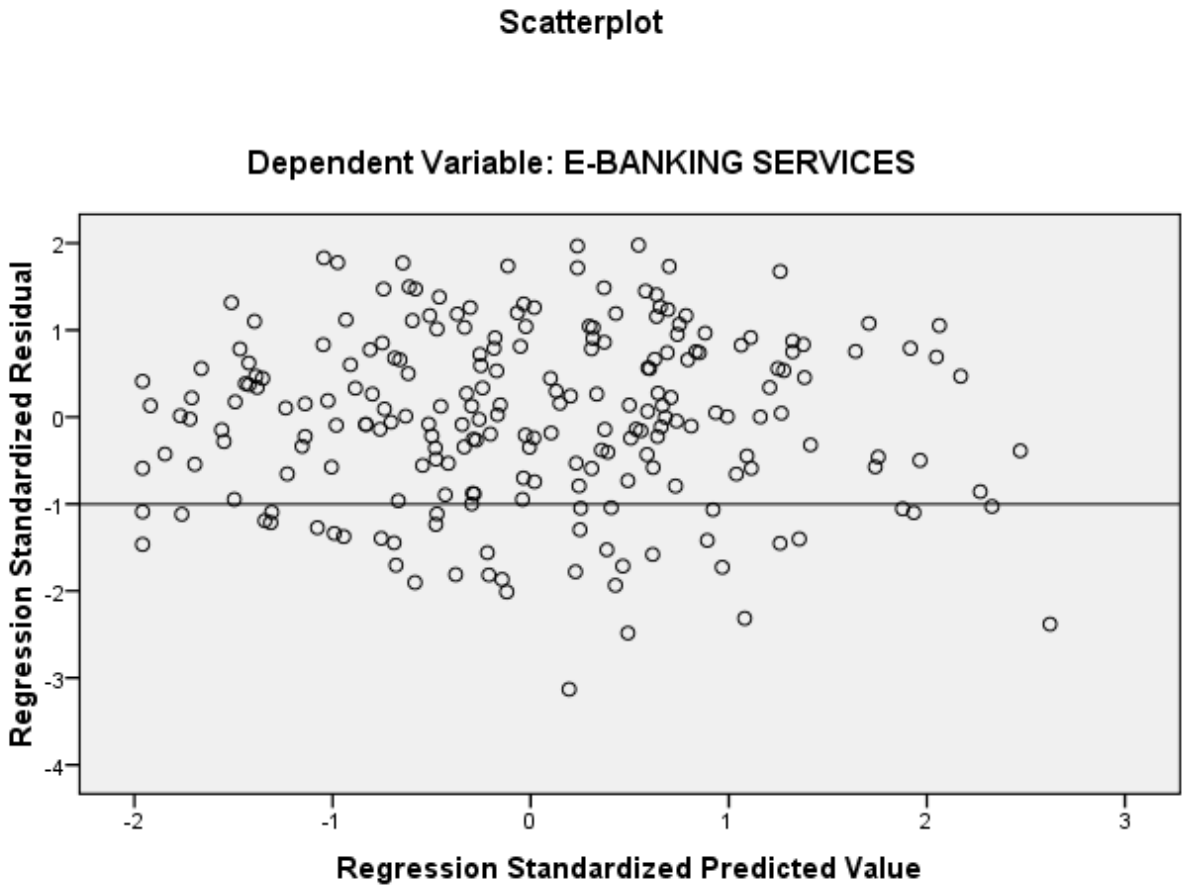


Source: primary data (2022)

4.3.2.3 Homoscedasticity

Homoscedasticity is checked whether the residual is equally distributed, spread far apart or tend to bunch together at some random values or at other values. The data in homoscedasticity looks a shotgun blast rather than a cone or fan shape in which points are equally distributed above or below the X-axis to the left/right of zero on the y-axis.**Error! Reference source not found.** elow shows the spread of residuals randomly distributed variance or homogeneity of variance which is constant across the linear model and as a result homoscedasticity is not violated.

Figure4. 2Spread of Residuals Randomly Distributed Variance

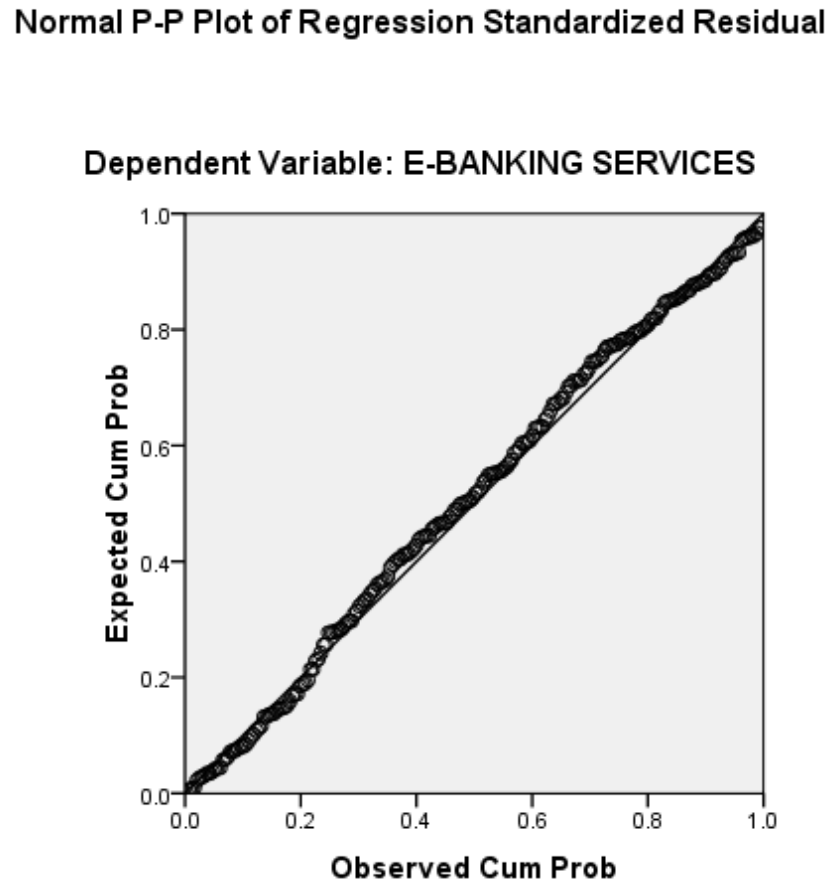


Source: Primary data (2022)

4.3.2.4 Linearity Testing Assumption

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variables and the independent variables is linear; scatter plots of the regression residuals for each model through SPSS software had been used. The scatter plot of residuals (see **Error! Reference source not found.** below) showed in that the points lie in a reasonably traight line from bottom left to top right. This is, therefore, showed that the assumption of linearity was not violated.

Figure4. 3 Scatter Plot of Residuals



Source: primary data (2022)

4.3.3 Multiple Regression Analysis

According to Pallant (2005), multiple regressions is not just one technique but a family of techniques that can be used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors (usually continuous). And so, critical information can be obtained from Multiple Linear Regression; such as the overall significance of the model, the variance in the dependent variable that comes from the set of independent variables in the model, the statistical significance of each individual independent variable (controlling for the others), the direct effect (the direction of the effect) of each independent variable on the dependent variable and the relevant strength of the independent variable. However, before the actual regression analysis is made, it is necessary to make multi-collinearity diagnosis and to test normal distribution of data.

Table4. 10 Model Summary

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.618[a]	0.382	0.371	0.35949	0.382	35.044	5	159	0.000

a. Predictors: (Constant), Technological Factors, Organizational Factors, Training Programmes and Demographic Factors

Dependent Variable: E-Banking Services

Source: Primary data (2022)

The R (Coefficient of Correlation) is simply measuring the degree of (linear) association between the dependent variable and the independent variables jointly. It only measures degree of association or co variation between the two variables (Gujarati, 2004). In this case the value of R which is 0.618 means, there is a strong relationship between the independent variables as a whole.

The last one is by checking the R square (Coefficient of Determination), can be defined as the proportion of the total variation or dispersion in the E-Banking Services (dependent variable) that explained by the variation in independent variables in the regression (Gujarati, 2004). So, with adjusted R Square value of 0.382, meaning, 38.2% of the variation in E-Banking Services is explained by the linear relationship with all the independent variables. The corollary of this is that only 61.8% of the variation in E-Banking Services is unexplained by the relationship or these percentages of change in E-Banking Services accounts for other variables not mentioned under this study.

Table4. 11 ANOVA

ANOVA[b]					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.644	5	4.529	35.044	.000[a]
Residual	36.702	159	.129		
Total	59.346	164			
a. Predictors: (Constant), Technological Factors, Organizational Factors, Training Programmes, and Demographic Factors					

Dependent Variable: E-Banking Services

Source: primary data (2022)

The first way is the ANOVA test that produced a P-value of 0.000 which is below the alpha level i.e., 0.05. This means both the independent variables have statistically significant relationship with that of the dependent variable, i.e., E-Banking Services.

Table 4. 12 Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.614	.161		10.007	.000		
Technological Factors	.149	.040	.196	3.755	.000	.795	1.257
Organizational Factors	.134	.033	.241	4.057	.000	.617	1.620
Training Programmes	.236	.034	.414	6.923	.000	.609	1.641
Demographic Factors	.042	.035	.070	1.209	.228	.646	1.548

Source: primary data (2022)

The values of standardized coefficient beta (β) represent the amount of change in dependent variable due to change in one unit of independent variable. It is used in order to find the contributions of each independent variable to dependent variable included in the model. The greater value of beta and less value of significant level ($p<0.05$) of each independent variable shows the strongest importance to the dependent variable (Pallant, 2005). Accordingly, the β coefficient value indicates that keeping other variables constant, a one-degree changes in technological factors, organizational factors, and training programmes cause a variance of 19%, 24.1%, and 41.4% degree of importance with regard to E-Banking Services respectively. Though, it is insignificant to the prediction of dependent variable, demographic factors can affect E-Banking Services in 7%. Furthermore, the t value also can indicate the significance of independent variable to dependent variable. If the t value is less than 2, it was considered as it has low significance. Accordingly, as shown in Table 4.11, the t value of technological factors, organizational factors, and training programmes is 3.755, 4.057, and 6.923 respectively, which indicates that they are significant to the prediction of dependent variable as their t value is greater than 2. On the other hand, the t value of base demographic factor is 1.209 respectively which indicates that their significance to dependent variable is generally low as their t value is less than 2. In regression, an interaction effect exists when the effect of an independent variable on a dependent variable change, depending on the value (s) of one or more other independent variables. Thus, in a regression equation, an interaction effect is represented as follows:

Statistical equation as per Model**: (Y= β0+β1X1+β2X2+β3X3+β4X4+E….)**

:(Y=1.614+.196X1+.241X2+.414X3+.070X4+.05….

4.3.4 Testing the Research Hypothesis

Each hypothesis proposed empirically tested and discussed in this part. Regression analyses were used to explore the relationship between the independent and dependent variables. The coefficients of determination (R square value), the regression coefficients (Beta coefficient) and the p-values for each of the significant relationships were reported.

Hypothesis 1 (H1+): Technological Factors has a positive and significant effect on E-Banking Services.

As it is shown on Table 4.12 above, the β coefficient value was computed as 0.196, which indicates that keeping other factors constant, a unit of change in technological factor causes of only 19.6% improvement on E-Banking Services. Besides, as it is shown on same table above, the statistic t value for technological factor was 3.755 at p value 0.000. As discussed above, if the t value is greater than 2, and $p<0.05$, it was considered as the independent variable has high significance to the dependent variable. Therefore, from the findings, one can conclude that the ***effect of technological factor on E-Banking Services is statistically significant,*** in case of Lion bank, which leads to acceptance of H1.

Hypothesis 1 (H1+): ***Organizational Factors has a positive and significant effect on E-Banking Services.***

As it is shown on Table 4.13 above, the β coefficient value was computed as 0.241, which indicates that keeping other factors constant, a unit of change in organizational factor causes of only 24,1% improvement on E-Banking Services. Besides, as it is shown on same table above, the statistic t value for organizational factor was 4.057 at p value 0.000. As discussed above, if the t value is greater than 2, and $p<0.05$, it was considered as the independent variable has high significance to the dependent variable. Therefore, from the findings, one can conclude that the ***effect of organizational factor on E-Banking Services is statistically significant***, in case of Lion bank, which leads to acceptance of H1.

Hypothesis 1 (H1+): Training Programmes has a positive and significant effect on E-Banking Services.

As it is shown on **Error! Reference source not found.** above, the β coefficient value was omputed as 0.414, which indicates that keeping other factors constant, a unit of change in training programmes causes of only 41.4% improvement on E-Banking Services. Besides, as it is shown on same table above, the statistic t value for training programmes was 6.923 at p value 0.000. As discussed above, if the t value is greater than 2, and $p<0.05$, it was considered as the independent variable has high significance to the dependent variable. Therefore, from the findings, one can conclude that the ***effect of training programmes on E-Banking Services is statistically significant***, in case of Lion bank, which leads to acceptance of H1.

Hypothesis 1 (H1+): Demographic Factors has a positive and significant effect on E-Banking Services

As it is shown on Table 4.13 above, the β coefficient value was computed as 0.070, which indicates that keeping other factors constant, a unit of change in demographic factor causes of only 7% worsen on E-Banking Services. Besides, as it is shown on same table above, the statistic t value for demographic factor was 1.209 at p value 0.07. As discussed above, if the t value is less than 2, and p>0.05, it was considered as the independent variable has low significance to the dependent variable. Therefore, from the findings, one can conclude that the ***effect of demographic factor on E-Banking Services is statistically insignificant***, in case of Lion bank, which leads to rejection of H1.

Table4. 13 Research Hypothesis

Hypothesis	**Analytical Model**	**Outcome**	**Reason**
Technological Factors has a positive & significant effect on E-Banking Services.	Regression analysis	Supported	β = .196; P < 0.05
Organizational Factors has a positive & significant effect on E-Banking Services.	Regression analysis	Supported	β = .241; P < 0.05
Training Programmes has a positive & significant effect on E-Banking Services.	Regression analysis	Supported	β = .414; P < 0.05
Demographic Factors has a positive & significant effect on E-Banking Services.	Regression analysis	Rejected	β = .070; P>0.05

Source: Primary data (2022)

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATION

5.1 Summary of Findings

- ✓ Descriptive analysis revealed that most respondents fall in the age group of 36 to 45 years. Concerning their gender mix 57 % of the respondents are male. The results showed that about 63 % percent of the respondents are bachelor's degree holders.
- ✓ The overall mean score of the technological factor is 3.03, indicating that the technological factor perceived as somehow agreed level, or the practice of these factors are observable by the respondents. This result is supported by (Poonlar Btawee, 1987). With regard to the cumulative result of descriptive statistics, the overall mean score of the organizational factor is 2.83, indicating that the organizational factor perceived as somehow agreed level, or the practice of these factors are observable by the respondents. This result is supported by (Poonlar Btawee, 1987). As per the cumulative result of descriptive statistics, the overall mean score of the training programmes is 3.12, indicating that the training programmes perceived as somehow agreed level, or the practice of these factors are observable by the respondents. This result is supported by (Poonlar Btawee, 1987). According to the cumulative result of descriptive statistics, the overall mean score of the demographic factors is 3.16, indicating that the demographic factors perceived as somehow agreed level, or the practice of these factors are observable by the respondents. This result is supported by (Poonlar Btawee, 1987). According to the cumulative result of descriptive statistics, the overall mean score of the E-Banking services is 3.40, indicating that the E-Banking services perceived as somehow agreed level, or the practice of these factors are observable by the respondents. This result is supported by (Poonlar Btawee, 1987).
- ✓ Regarding to the correlation between the E-Banking services (technological factor, organizational factor, training programmes, and demographic factor) and E-Banking services with (283^{**}, $P<0.01$, $.467^{**}$, $P<0.01$, and $.552^{**}$, $P<0.01$, and $.241^{**}$, $P<0.01$) respectively. This means technological factor, organizational factor, training programmes, and demographic factor have a positive relationship with E-Banking

services. Hence, it is possible to conclude that the factors have linear relationship with E-Banking services.

- ✓ The regression coefficients Beta value of 0.196 confirming that, 19.6% of the variation in E-Banking services is explained/affected by Technological Factors. This means that all things being equal, when the other independent variables are held constant, E-Banking services would increase by 19.6%.
- ✓ The regression coefficients Beta value of 0.241 confirming that, 24.1% of the variation in E-Banking services is explained/affected by Organizational Factors. This means that all things being equal, when the other independent variables are held constant, E-Banking services would decrease by 24.1%.
- ✓ The regression coefficients Beta value of 0.414 confirming that, 41.4% of the variation in E-Banking services is explained/affected by Training Programmes. This means that all things being equal, when the other independent variables are held constant, E-Banking services would increase by 41.4%.
- ✓ The regression coefficients Beta value of 0.070 confirming that, 7% of the variation in E-Banking services is explained/affected by Demographic Factors. This means that all things being equal, when the other independent variables are held constant, E-Banking services would increase by 7%.
- ✓ The overall, results revealed that all independent variables accounted for 38.2% of the variance in E-Banking services (R2 = .382). Thus, 38.2% of the variation in E-banking services can be explained by the people, process, and physical evidence. Other unexplored factors that may limit E-Banking services accounts for about 61.8%.

5.2 Conclusions

The General Objective of the study is to examine the determinants of electronic banking services with the following specific objectives:

- ✓ To examine the effects of technological factors on E-banking services in Lion bank.
- ✓ To assess the effects of organizational factors on E-banking services in Lion bank.
- ✓ To identify the effects of demographic factors on E-banking services in Lion bank.
- ✓ To examine the effects of training programmes on E-banking services in Lion bank.

- ✓ Based on the above specific objectives the finding of the study is pointed out technological factors and E-banking services have a positive relationship with r = 0.283 and a sig. (2-tailed) of 0.000, respectively, and its effect on E-banking services is 0.196. It showed that technological factors are components of electronic banking services. Once in place, they represent a springboard to additional value making activities that can be undertaken with the extent to which a service provides speedy and efficient service to its customers through different methods and procedures. Thus, the H1 was failed to reject.

- ✓ Organizational factors and E-banking services have a positive relationship with r = 0.467 and a sig. (2-tailed) of 0.000, respectively, and its effect on E-banking services is 0. 241. It showed that organizational factors are the cornerstone component of electronic banking services. Once in place, they represent a springboard to additional value creation activities that can be undertaken with the extent to which service companies are customer-oriented in practice in their business, all the technological factors in the industry putting the customers at the heart of activities. Thus, the H1 was accepted.

- ✓ Training programmes and E-banking services have a positive relationship with r = 0.552 and a sig. (2-tailed) of 0.000, respectively, and its effect on E-banking services is 0. 414. It showed that physical evidence is the keystone component of electronic banking services. Once in place, they represent a springboard can be assessed by analyzing the major human resources areas; the bank as a whole, the job characteristic and the needs of the individuals. Thus, the H1 was accepted.

- ✓ Demographic factors and E-banking services have a positive relationship with r = 0.241 and a sig. (2-tailed) of 0.000, respectively, and its effect on E-banking services is 0. 070. It showed that the perceptions, attitudes and behaviour of the youth towards internet banking services. Thus, the H1 was accepted.

5.3 Recommendation

- ✓ The first thing is the need for development of infrastructure. As such technology demands well developed ICT infrastructure and ICT professionals, the government should invest and develop to expand ICT infrastructure and ICT professionals and make accessibility and quality of service possible or let foreign telecom companies to participate in the development of the sector.
- ✓ The need for integration of E-banking system of the bank. As banking service is proliferated, individuals become clients at different banks and making exchange between individuals and business become difficult. So, banks should come under a same platform of system in order to facilitate exchange. If these are possible, having a cashless society was possible as it is possible in Ethiopia.
- ✓ Ethiopian banking industry need to move away from traditional bases of retail bank competition to a new technology-based form of competition by focusing on cost reduction, customer retention, awareness, credibility, security, ease of use, accessibility and widen scope of products and services that will move our country to a developed digital economy.
- ✓ Since E-banking has a wide range of benefits to the customers, the bank and for the economy, government as well as national bank of Ethiopia should have to facilitate E-banking practice by creating a well-organized legal framework. National bank of Ethiopia should urgently establish a clear set of legal frame works and directives on the use of E-banking in banking sector E-commerce.
- ✓ This research is an important contribution to the literature due to the findings of the study which will help policy makers to formulate policy. Due to rapid changes, e-banking service is a good field for study. Thus, by data mining and detection of relations, the researchers should choose the results of applied knowledge. Some items are proposed for further study.

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ANNEX

SAINT MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MBA PROGRAM

Questionnaire

Dear Respondents,

This research is being undertaken to investigate the ***Determinants of e-banking services in Lion bank.*** This survey questionnaire is prepared and being distributed to get relevant information from employees of Lion bank and participation is totally on voluntary basis.Thus, the investigator respectfully requests your kind cooperation in answering the whole questions as frankly as possible. The questionnaire will take only few minutes to fill out. Please be assured that your responses was recorded anonymously, handled strictly confidential and will exclusively be used only for the purpose of achieving academic award and you are not supposed to disclose your identity. Thank you in advance.

Direction

- ✓ There is no need to write your name or other identity
- ✓ Your response was kept confidential and was used only for academic purpose
- ✓ Please respond to the item in the questionnaire by putting a tick mark (√) inside the box.

PART ONE: DEMOGRAPHIC VARIABLE

1. **Gender**
   A. Male
   B. Female
2. **Age Group**
   A. < 25
   B. Between 26-35
   C. Between 36-45
   D. Between 46-55
   E. > 55

3. Education

A. High School or less

B. Diploma

C. Bachelor's degree

D. Postgraduate degree

Part Two: Determinants of E-Banking services

Please indicate your level of agreement (whether you agree or disagree) with each statement using the scale below as a guide: put **(√)** on your selection.

1= Strongly Disagree 2= Disagree 3= Somehow Agree 4= Agree 5= Strongly Agree

S/N	Factors	SD	D	N	AG	SA
I.	**TECHNOLOGICAL FACTORS**	***1***	***2***	***3***	***4***	***5***
1	The bank has various e-banking applications that can be compatible with customers' daily business needs.					
2	The bank employees have the necessary technical skills to aid the e-banking services.					
3	The bank has a good understanding of the electronic banking business model.					
4	The bank has a well-organized electronic banking application support team.					
5	Customers of the bank trust and prefer the E-banking technology provided by the bank.					
6	Highly secured E-banking technology is implemented.					
7	The cost of implementing the technology is relatively low.					
8	The bank's facilitated e-banking products are easy and comfortable to use.					

II.	ORGANIZATIONAL FACTORS	*1*	*2*	*3*	*4*	*5*
1	E-banking services, changes in technology by the board, top management, and staff					
2	Modest technical and managerial skills in the implementation and development of E-banking technology.					
3	Enough financial capacity to deal with the cost of implementation of E-banking					
4	The bank has enough physical support and equipment for the implementation of e-banking.					
5	The management gives adequate support for the purchase and maintenance of e-banking equipment.					
6	The management perceives the adoption of e-banking as a source of competitive advantage.					
7	Employees are interested in the use of electronic banking.					
8	The bank's employees are supportive of the use of electronic banking in business operations.					
III.	**TRAINING PROGRAMMES**	*1*	*2*	*3*	*4*	*5*
1	Lion Bank properly assesses the needs of employees' e-banking services.					
2	The e-banking training objectives of Lion Bank are specific.					
3	Lion Bank E-banking services use different training methods.					
4	Trainers have knowledge of the content of the E-banking service straining program.					
5	The training program in Lion Bank E-banking practices is planned and systematic.					
6	Lion Bank E-banking practices conduct training evaluations before training is conducted.					
7	During training, Lion Bank E-banking services conducted a training evaluation.					
8	Lion Bank E-banking practices conduct training evaluations after training is conducted.					

IV.	DEMOGRAPHIC FACTORS	*1*	*2*	*3*	*4*	*5*
1	People's gender orientation affects their electronic banking services usage behavior.					
2	Youth and the middle age group use electronic banking services more than the elderly.					
3	People with a high education level are becoming more electronic banking users.					
4	People with more income have a high tendency to use electronic banking.					
V.	**E-BANKING SERVICES**	*1*	*2*	*3*	*4*	*5*
1	There is sufficient technological enablement for e-banking services.					
2	There is sufficient organizational enablement for e-banking services.					
3	There are sufficient enabling training programmes for e-banking services.					
4	There are sufficient enabling demographic factors for e-banking services.					

Thank you for Participating!!