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DEPARTMENT OF BUSINESS ADMINISTRATION

TOPIC:

E-BUSINESS ADOPTION IN THE BANKING INDUSTRY

A CASE STUDY ON BARCLAYS BANK, NKAWKAW.

BY

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DECLARATION

I hereby declare that with exception of reference of other peoples’ work which have been properly acknowledged, the result of the study is my own research done, submitted as a project to the Business Administration Department of the Presbyterian University College, Okwahu Campus, for the award of Bachelor of Science (BSc) in Business Administration,(Banking, Finance and Credit option) and has not been offered for any other degree.

I therefore declare that all mistakes and errors found in this study carried out stand for corrections and I accept responsibility.

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Index Number: OK626/07                                                                 Date: .........................
DEDICATION.

I dedicate this thesis first of all to the Almighty God for keeping me alive throughout the past years and for giving me the strength and ability. He is good and his mercy endures forever.

I also dedicate this thesis to my senior sister and her husband Mr & Mrs Annor, my mother Felicia Amponsah Plange, and my sisters Rita, Euginia and Rosemond for their support sacrifices and encouragement towards my education.
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The lord has been good to me from childhood to today. I will forever be grateful to him for he has been so merciful to me.

I wish to express my deepest thanks and appreciation to my senior sister for her financial support, and care. I extend the thanks to my mum and sisters for their love and moral support throughout my education, in fact, I love them all.

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God bless you all.
This research investigates E-Business adoption in the banking industry using Barclays Bank Nkawkaw Branch in the Eastern Region of Ghana as the research case.

The research aims at identifying the benefits of adopting e-business, the barriers that will prevent firms from enjoying the benefits, and the challenges faced by organisations when adopting e-business, in recent days where due to the rising global economy, electronic business has become a necessary module of business strategy in financial institutions.

The null hypothesis assumed that; the banking industry in Ghana without the integration of e-business such as ATMs, electronic funds transfer, electronic smart cards, and cell phone banking among others made banking activities tedious, slow and inconvenient. Whereas an alternative hypothesis was based on the fact that, the adoption of E-Business in the banking industry in Ghana through the use of ATMs, electronic fund transfer, electronic smart cards, and cell phone banking among others has made banking easier, faster and convenient.

For the purpose of the research the primary source of obtaining information was employed thus through questionnaires and interview, the secondary source constituted of information from published books, articles, official records from the internet, and reviewing existing literature on the study topic. Charts and tables were used in the analysis and interpretations of the response from the questionnaires and interview.

The research result reveals that, widely used e-business products adopted by banks are the Automated Teller Machine (ATM), Mobile Banking, Credit Cards, Direct Deposit, SMS Alert, Internet Banking, and e-zwich (An electronic payment system).

The findings indicate that the major benefits to the banking industry sector from adoption of
E-business are, increased sales, business efficiency, competitive advantage, increased automation of processes and retained and increased customer base, and increase in turnover. Despite the supposed benefits of e-business in the banking industry, the research reveals certain barriers which will prevent a firm from taking advantage of the module; cost factors such as cost of IT equipment and network, software reorganisation, lack of ICT qualified personnel and security factors were some of the barriers to e-business adoption. The key challenges identified for the sector include the costs of the technology, lack of e-commerce knowledge, acquiring IT skilled personnel and the lack of familiarity of the products in use.

The study recommended that, Management must put in mechanisms to solve the problem of late response by service providers. Therefore there should be an IT department in the branch.

Lack of technical knowhow is a challenge to the organization; the study recommends seminars and training on the operation of the systems used for employees. Again the organization should review their target customers to give low income earners the opportunity to do business with their organisation.

Despite the challenges faced by the researcher in the data analysis and interpretation the study was carried out successfully.
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CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY
Information Communication Technology is the umbrella term that encompasses a wide selection of systems, devices and services used for data processing. In the widest sense, ‘E-business’ refers to the application of ICT technologies in business processes.

Businesses response to this technology has opened opportunity for many of them including the financial industry. Adoption of electronic banking service delivery is fast gaining ground worldwide. Different e-Banking channels such as electronic cards, internet banking and mobile banking services have been introduced.

Information and Communication Technologies have become an essential part of our lives. In the past decade, the use of ICT throughout society really took off with the introduction of the Internet. The Internet started mainly as a network for researchers that gave the opportunity to share information and ideas. An important step in the commercialization of the Internet was the announcement of the World Wide Web (www) in 1991 by Tim Berners-Lee of CERN. (Kalakota and Whinston, 1996).

Businesses have employed e-business by the use of the internet and other products as a principal means of doing business.

The electronic means of producing, distributing, marketing and sales of products and services is known as E-Commerce; broadly defined, electronic commerce encompasses all kinds of commercial transactions that are concluded over an electronic medium or network, essentially the Internet.
According to (Frempong 2007) Banks today are becoming increasing aware of both the threat and the opportunity that the Web represents. ICT mediated services such as automated teller machines, electronic fund transfer, electronic smart cards, cell phone banking among others are transforming the traditional ways of banking and providing competitive edge for banks that provide those services. But, to be competitive in the Internet economy, companies need to control the power of the Internet successfully; hence it is important to understand the benefits, barriers and challenges related to businesses’ adopting of E-Business.

E-Business has dramatically changed how companies’ business process are implemented and has also enhanced industry structure and shifted the balance of power between corporations and their suppliers and customers.(Basu and muylle 2007). The Internet is driving the economy by creating exceptional opportunities for countries, companies, and individuals around the world. Today chief executive officers worldwide recognize the strategic role that the Internet plays in their organization’s ability to endure and compete in the future.

According to Basu and Muylle (2007) Companies in every industry have evaluated the opportunities and threats presented by E-Business. By thinking strategically about E-Business, managers can select technological solutions that support the company’s business strategies and create value for the company and its customers.

The economy of Ghana is picking up the service industry especially the banking industry are extending their national and regional coverage to be able to provide the needed financial service and there will be a need for these businesses to understand if, when and how to use E-Business. In some industries, businesses are learning now that this is no longer an option to consider, but a requirement for survival. The reach of the underlying Information Communication Technologies making E-business possible is also causing exceptional
globalization of business. In this development it is expected that the use of the internet would facilitate the adoption of E-Business in the Ghana banking industry as a means of offering fast, flexible and cost-effective ways of doing business as well as enhance their competitiveness. This state of development will be important especially as volumes of trade increases. Ghana and other developing countries require fast transfers of monies, payments across continents, and many other services that promote growth of business. According to Bawumia (2007) banks will need to reinvent themselves in this new conducive but challenging environment. This is important because electronic transaction will continue to grow and only countries that make a move towards embracing E-Business will participate in this revenue generation (Akoh, 2001).

As with most developing countries that have pursued economic and structural reforms, Ghana has been undergoing a process of financial sector reforming and transformation as an important part of a comprehensive strategy for some time (Acquah, 2006). For example most banks within the main cities of Ghana now employ cutting edge technologies to turn over their products to their Ghanaian customers (Bawumia, 2007). Banking in Ghana is one of the industries being radically transformed by information communication technology. Hence it’s a necessity to know and understand the benefits challenges and barriers associated with electronic means of business transaction.

1.1 Problem Statement
Electronic Business in recent years has been beneficial to many businesses including the financial sector. Due to the recent globalization, it has become essential for businesses to demand for a convenient, reliable, effective, and efficient and a secured means of carrying out business.
The success of organizations today depends on the effectiveness and efficiency of the organizations information technology level. And this has brought about a keen competition among industry and the financial industry is no exception. Despite the fact that the benefits of electronic business appears to be obvious to businesses, many organization deem it less important because the whole system appears cumbersome to such organization and have less knowledge about the positive impact e-business can have on their turn over and profitability.

The study is geared towards finding the impact of electronic business in the banking industry in general.

Barclays Bank Nkawkaw branch is in its fourth year of operation doing business electronically, the researcher intends to examine the benefits, barriers and challenges associated with e-business adoption in their organization.

1.2 Scope of the Study
This research is centered on E-Business adoption in the banking industry in Ghana but would focus on Barclays bank, Nkawkaw branch, in the Eastern Region.

1.3 Objectives of the Study

1.3.1 General Objectives
The general objective is to study the adoption and impact of electronic business in organizations.

1.3.2 Specific Objectives
➢ To identify the benefits of E-Business to Barclays bank.
➢ To discover barriers to the adoption of E-Business in Barclays bank.
➢ To describe the challenges encountered in the adoption of E-Business in Barclays bank.
1.4 Significance of the Study
The study investigates and reveals the impact of electronic business in businesses especially the financial industry. The significance of this study can be seen in the fact that the conclusion will be a useful tool in the development of the nation and will be a strategy framework as a guide for E-Business adoption, which is relevant to the national policy of using banks to facilitate economic and social growth. In view of this, the study will unveil the understanding of the following issues as they apply in the Ghanaian situation. The relevance of doing business electronically in a developing country like Ghana. Anticipated benefits derived by businesses for adopting E-Business. The barriers that prevents businesses from taking advantage of E-Business adoption. The challenges Barclays bank encounter when adopting E-Business. The work will add up to already known facts in the field of electronic business. Writers would be provided with detailed knowledge about E-Business adoption in the banking industry, thereby adding to the existing stock of knowledge.

1.5 Limitation of the Study
The researcher faced a lot of problems during the research; most of the problems came up in the data gathering and presentation process. Questionnaires remained in the possession of the bank for weeks and this slowed the pace of the work. The total population was small that they were not up to the 10 questionnaires administered to them, this posed a big problem to the researcher and made it very difficult to analyse and interpret data from the responses given. Management were not willing to give out certain information which could have been of great help to the researcher because they deemed it “confidential”, hence all effort made to get those information was unsuccessful. Frequent power outage became a problem and delayed the compilation of the work. The cost involved in producing the research work was very expensive; taking into consideration the travelling expenses, purchase of stationary, printing
among others. The time frame was too short for a full and detailed study there was not enough time to conduct interviews and get the necessary information needed for the research.

1.6 Research Hypotheses

1.6.1 Null Hypothesis
The banking industry in Ghana without the integration of e-business such as ATMs, electronic funds transfer, electronic smart cards, and cell phone banking among others made banking activities tedious, slow and inconvenient.

1.6.2 Alternative Hypothesis
The adoption of E-Business in the banking industry in Ghana through the use of ATMs, electronic fund transfer, electronic smart cards, and cell phone banking among others has made banking easier, faster and convenient.

1.7 Research Question
The following questions will guide the research process in order to gain a deeper knowledge about E-Business adoption in the banking industry in Ghana.

➢ What benefits can be derived by adopting E-Business in Barclays bank?
➢ What are the barriers to the adoption of E-Business in Barclays bank?
➢ What challenges does Barclays bank face in adopting E-Business?

1.8 Organization of the Study
This study is sectioned into five main chapters.

Chapter one deals with the Introduction, comprising the background of the study, statement of the problem, objectives of the study, significance of the study, limitations of the study, hypothesis, research questions, scope of the study and organization of the study.

Chapter two elaborates on the literature review. In this chapter, both the theoretical and empirical reviews are thoroughly reviewed.
Chapter three focuses on the method used in the collection of data for the study, the introduction, the research design, the population, sampling techniques adopted and research instruments used for the data collection, profile of the case study and the ethical consideration.

Chapter four is concerned with the data analysis, presentation and interpretation of findings. The last chapter (five) sums up the entire work of this project which comprises summary, conclusion and some recommendations.
CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION
E-Business is defined as the conduct of automated business transaction by means of electronic communication network (e.g. transacting business via the internet). Papazoglou and Ribbers (2006).

This chapter seeks to review literature in relation to electronic business in organization. The chapter considers various aspects of electronic business in organizations under selected headings. The chapter also looks at the meaning and composition of organization in general, which is related to the topic of study. The analysis made in this chapter relates to the ideas of different authors and writers in relation to the topic of study as revealed through the various articles and literature materials they have produced overtime.

2.1 The nature of E-business
E-business is a term that is used very widely, but the term means different things (i.e., online catalogue, online buying and selling, serving customers online, e-learning, e-government, e-research, e-supply chains, among many others) to different people in its relatively short history. Jun and Quaddus (2000)

E-Business is easily confused with E-Commerce. Lately many writers have outlined a difference between E-Commerce and E-Business. “E-Business may be an umbrella term that refers to any kind of business transaction over the internet, not just the buying and selling of goods and services, but also servicing customers, collaborating with business partners and conducting electronic transactions within an organisation”, Turban et al. (2006).
In this study, the concepts of e-commerce and e-business are used interchangeably.

E-Business means conducting any aspect of business online, including buying, selling, transacting, or exchanging information with customers, suppliers, distributors, resellers, or employees. E-Business can include Web-driven applications as well as other electronically automated capabilities (voice, wireless, PDAs). E-Business reaches beyond Web based commerce to include core business processes such as back-office, supply chain management, and customer relationship management.

E-Commerce is a subset of e-Business that involves transaction-oriented Web-based systems such as online catalogs, purchasing, and payments. E-Commerce is the sales aspect of online process, whereas e-Business is everything.

Findings derived from Jun and Quaddus (2000) research proved that there are different ways of categorizing e-business/e-commerce. One way is to classify according to the type of system involved. Under this approach, there are four types of e business systems (see Figure 2.1.1), including electronic markets (online marketplaces), inter-organizational systems (electronic data interchange, extranets), Intra-organizational systems (intranets), and service delivery systems (online banking, online learning and other online services). Electronic markets and inter-organizational systems are terms which have been used for many years. Some differences between these two types of systems include the nature of the relationship among the participants (in inter-organizational systems the participants have an existing relationship before entering into electronic transactions; in electronic markets there can be a relationship but it is more likely that the participants do not know each other before the transaction takes place) and technology deployed (i.e., inter-organizational systems are made of proprietary systems or closed systems (providing entry only to approved suppliers and
customers) while in electronic markets (essentially platforms for trading) anyone can gain access and can participate in transactions).

Figure 2.1.1: Categorizing e-business according to type of application
(Source: developed from Turban et al. 2008)

A different way of categorizing e-business, which is the approach, preferred by authors, focuses on the type of transaction taking place (Turban and others, 2008). With this approach, transactions may be conducted among businesses (business-to-business), between an organization and its retail customers (business-to-consumer), within an organization (intra-business), and between consumers (consumers-to-consumers). Other types of transactions include mobile commerce, e-government, e-learning, e-publishing, consumer-to-consumer, peer-to-peer applications, social networks & online communities, among many others. The
two major types of e-businesses so far are business-to-consumer (B2C) and business-to-business (B2B).

### 2.2 Development of E-Business

E-Business perhaps began with electronic data interchange in the 1960s. However, (Melao, 2008) suggests that it was only in the 1990s, primarily via the internet, that E-Business has emerged as a core feature of many organizations. During the last few years, the world has experienced a revolution that is affecting several industries. It is changing the way relationships between business partners are made. The last 20 years have seen rise of computing power per dollar by a factor of more than 10,000. Alexander Ntoko (2011).

Information and communications technologies (ICTs) have changed the way of conducting business transactions and meeting the growing demands of customers for most organizations. The promise of ICTs in the banking sector has been seen in terms of its potential to increase customer base, reduce transaction costs, improve the quality and timeliness of response, enhance opportunities for advertising and branding, facilitate self-service and service customization, and improve customer communication and relationship (Garau, 2002).

The Internet is growing at a phenomenal pace "Specifically, an important milestone in the evolution of e-commerce is the development of affordable, easy-to-use e-commerce solutions that have enabled hundreds of thousands of entrepreneurs to transform their unique ideas into online successful businesses," Riley said.

"Another critical turning point is the evolution of the online payment process. By making the payment process easier, the shipping process has become easier and more visible. Once a shipment is en route, it's traceable at all points along its journey." Many industries saw E-Business as part of a recipe to stay competitive in the global economy.
The Internet has made applications and infrastructure increasingly visible to customers and to the general public. Today much of your organization’s reputation and brand identity depends on the quality of your e-Business infrastructure, not just on your applications.

With the Internet as a common currency in the business world, any lack of integration, robustness, or agility on your part becomes immediately and embarrassingly obvious to key customers Robertson and Sribar()

2.3 Definitions of E-Business

An article written by Pradeep Anand 1998 explained E-Business as the replacement of ineffective existing methods of information flow in the supply and value chains of an organization, and creating new ones with Internet-based, computing, and communications technologies. E-Business liberates resources like manpower, materials, money and time, which can then be redistributed for more value-added tasks, to bring incremental revenue and profits to customers and suppliers.

E-Business is the use of advanced information and communication technologies to create new business relationships enhance existing ones and increase the efficiency of business flow processes without the constraints of time or geographical barriers. (Alexander Ntoko, 1999)

E-Business stands for ‘Electronic Business’ and refers to any form of transaction (exchange) that uses an electronic medium to facilitate the transaction. Examples of these transactions are;

- Internet-based companies that operate wholly through the Internet to conduct their business. Examples are eBay and Amazon.
- Companies that combine traditional business formats with information on the business provided via the Internet: for example, Ikea.

- Companies that combine traditional business formats with the opportunity of buying online. Examples include Marks & Spencer, John Lewis, HMV, Tesco and Argos.

- Companies that collect information on customer profiles and markets and sell this information to interested parties for example Experian and Mintel.

- Using the opportunities that IT presents to improve the flexibility of working patterns

E-Business is the term used to describe the information systems and applications that support and drive business processes, most often using web technologies. E-Business allows companies to link their internal and external processes more efficiently and effectively, and work more closely with suppliers and partners to better satisfy the needs and expectations of their customers, leading to improvements in overall business performance. Some writers view E-Business as the evolution E-Commerce from the buying and selling over the internet. And transactions of business by way of electronic media such as telephone, fax machines, computers

According to El Sawy (2001) “e-business involves rethinking and redesigning business processes at both the enterprise and supply chain level to take advantage of internet connectivity and new ways of creating value”

Kalakota and Robinson (2001) also are of the view that, “e-business is the complex fusion of business processes, enterprise applications, and organizational structure necessary to create a high performance business model”.
Earl (2000) contends that “e-business is about re-engineering or redesigning business processes to match customers’ expectations in the new economy”.

Schneider (2002) argues that “business activities conducted using electronic data transmission technologies such as those used in the internet and the World Wide Web”.

Even though these authors outline more clearly the difference between E-Business and E-Commerce, there is still an obvious similarity among the above definitions which is the improvement of business processes and the use of ICT and internets to conduct business.

2.4 Adoption of E-Business
According to Rosnafisah; Salbiah and Mohd (2010) E-Business adoption can be described as a situation where an enterprise is ready to accept the technology innovation and performs transformation in its current business operations as well as business direction.

In the last decade, a rapid growth and adoption of the internet has been observed in the continents of the world. Jun and Quaddus (2000).

The existing literature has proposed that the larger the scope of an organization, the greater the demand for IT investment (Dewan et al. 1998; Teece 1980) and this means that, the scope of an organization can be said to be a facilitator for e-business adoption. The role of scope as an adoption predictor can be explained from two perspectives. First, greater scopes lead to higher internal coordination costs (Gurbaxani and Whang 1991), and higher search costs and inventory holding costs (Chopra and Meindl 2001). Since business digitalization can reduce internal coordination costs (Hitt 1999), and since e-business can lower search costs for both sellers and buyers (Bakos 1998), achieve demand aggregation and improve inventory management (Zhu and Kraemer 2002), firms with greater scopes are more motivated to adopt
e-business. Second, firms with greater scopes have more potential to benefit from synergy between e-business and traditional business processes.

E-business has become a buzzword for companies over a couple of years with increased awareness about the use of computers and internet. (Gardachew Worku, 2010). However, Statistics show that Africa is lagging behind in the adoption of E-business. though, there are some e-business activity in Africa, with South Africa, Egypt, Morocco, and Tunisia leading but with most rural areas in Africa where small and medium businesses are concentrated not engaging in e-business activities. Jensen (2003)

The slow diffusion of e-commerce has been attributed to a number of issues some of which may be unique to the African continent. Recently, several African countries have already made progress in their e-business links to integrate themselves with the global connectivity roadmap. Magembe, and Shemi (2002).

The quality and effectiveness of a system can only be validated with its level of users’ acceptance. A system that satisfies users’ needs boosts satisfaction with the system and is an indicator of the system’s success (Pikkarainen et al., 2004). User’s attitude towards and acceptance of a new information system is important on successful adoption of the information system (Davis, 1989).

Information technology is considered as the key driver for the changes taking place around the world. The information and communication applications are paramount concern to banks in today’s business environment and Internet has become the major platform for all financial, banking and commercial transactions in the present scenario.

Firms within the banking industry have adopted e-business initiatives to better manage their internal business processes as well as their interfaces with the environment because it is declared with full certainty that e-business(internet business) will be the most important
invention for trading in the twentieth century. The sooner a business incorporates the Internet in its primary operations such as accounting and financing operations the greater the opportunities available to it. The biggest impact of the Internet or e-business on the banking industry will be generating the characteristics of true competition that is a large number of banking firms can have; easy entry, and exit, fewer intermediaries, less regulation, highly competitive prices, and freely available information.

E-Business is suitable for a business if the business operational characteristics are more appropriate for it. In fact, the success of an Internet business will depend on the suitability of the product or service selected for the e-Business. On the other hand, in the alternative, it will depend on how successfully the product or service has been adapted to the Internet operational characteristics.

A bank may therefore need to decide on what e-banking services to provide to which customers and when and how (channel choice) to provide those services. The apparent dominant strategy is the "click and mortar" model? in which the bank combines or adds an online presence to its physical presence (UNCTAD, 2002: 134). A number of factors related to a bank's motivation, its resources and capabilities, and strategic orientation and positioning can affect the specific path a bank takes in terms of developing e-banking. In addition, other factors related to customers awareness, customer readiness, the specific nature of ICT diffusion in the wider market, and experience with electronic based transactions can also influence this path (Jasimuddin, 2001; Awamleh et al., 2003).

Operational characteristics of firms in employing e-business can be categorised into four classes of operations. They are; Defined Characteristics Products, Defined Functionality Products, Dimensionless Products, and Free Functionality Products. These classes are
arranged in order of their suitability for the Internet, the first one is the easiest in terms of suitability and the last one is the hardest to transact using the Internet.

Larger banks that maintain expensive branch networks tend to have the greatest Incentive to adopt e-banking services. In comparison, smaller banks have higher start up costs and tend to have a high initial technological cost in developing e-banking services. Treadwell (2001) Banks’ customers who are active users of e-Banking system in Nigeria use it because it is convenient, easy to use, time saving and appropriate for their transaction needs. Also the network security and the security of the system in terms of privacy are the major concerns of the users and constitute hindrance to intending users. (Aderonke and Charles, 2010).

E-banking serves several advantages to Bangladesh banking sector, but customers have not enough knowledge regarding e-banking which is rendering by banking sector in Bangladesh because the banks continue to conduct most of their banking transactions using traditional methods. (Mohammad Azizul Baten and Anton Abdulbasah Kamil, 2010).

E-business in Ghana is also well known to banks and forms a formidable force that drives its adoption therefore considered as the most important technology to be adopted in the banking industry in Ghana. (Emma Anamuah-Mensah; Georgia Marfo, 2009).

E-Business has the potential to transform the banking business as it significantly lowers transaction and delivery cost. E-business is now a global phenomenon nationwide and developing countries as part of their economy is now using e-business.

A study carried by Emma Anamuah-mensah; Georgia Marfo(2000) conceived that businesses are always looking for ways of improving their products and services deliveries and will thus be useful to understand how the adoption of e- Business can benefit the banking industries in Ghana that is seen to be in the fore-front of national development. A strong banking industry
is important in every country and can have a significant effect in supporting economic
development through efficient and effective financial services Salehi and Azary (2008).

**2.5 Benefits of E-Business**
If firms shift to electronic-Business it involves committing considerable resources to
developing a new game plan. That usually means refining product lines to make them easier
to sell online, upgrading computer systems and websites, and training personnel at all levels
to be more web Confidence.

The uptake of e-commerce is influenced by its potential to create business value and by
awareness of its participants of the potential benefits (Salnoske, 1997). A major reason for
most companies, irrespective of size, to participate in business is to extract some benefit from
it.

According to Rick Henderson (2000) the most obvious advantage of "upgrading" to e-
Business is that it gives you a vital web presence. In an upgraded "e-Business environment"
your company web site becomes the focal point of your communications and marketing
strategy. And in an era when an increasingly large number of people are using the web as
their first source of product and service information, "being there” is extremely beneficial.
Some of the benefits of e-business include better management of information, better
integration of suppliers and vendors, better channel partnership, lower transaction costs,
better market understanding, and expanded geographical coverage (Damanpour, 2001).

Businesses can cut advertising and marketing Costs thus Online advertising is not only more
efficient, but it is often less expensive than traditional advertising. After sales training,
expenditures can also be reduced by utilizing online seminars, training videos and tutorials.
Aparna Lyer (2000-2011) in his article expressed the fact that, when firms adopts e-business it helps them to Develop Competitive Strategy he explained further by saying firms need to have a competitive strategy in order to ensure a competitive advantage. Without an effective strategy, they will find it impossible to maintain the advantage and earn profits. The strategy, that the firms can pursue, can be a cost strategy or a differentiation strategy. For instance, till the year 2007, Dell Inc. was selling computers only via the Internet and the phone. It adopted a differentiation strategy by selling its computers online and customizing its laptops to suit the requirements of the clients. Thus, e-business resulted in Dell Inc. managing to capture a vast segment of the market using the differentiation strategy.

E- Business also offers a wide range of benefits in today’s banking world. E- Banking offers benefits to both the bank and customer. Pikkarainen et al. (2004) mentioned two fundamental reasons underlying online banking. First, he said the banks get significant cost savings in their operation through e-Banking services. It has been proved that online banking channel is the cheapest delivery channel for banking products once established. Second, the banks have reduced their branch networks and downsized the number of service staff, which has paved the way to self-service channels as quite many customers felt that branch banking took too much time and effort. On the other hand, customers enjoy self-service, freedom from time and place constraint, and reduced stress of queuing in banking hall.

Therefore, time and cost savings and freedom from place have been found the main reasons underlying online banking acceptance. It was indicated that electronic banking services delivery are the cheapest, the most profitable and wealthiest delivery channel for banking products

By adopting e-business banks will be able to improve customer service level and tie their customers closer to the bank. Meanwhile, the banking industry has been also looking for new
methods to expand its customer base and to counteract the aggressive marketing effort of those non-traditional banking entities (Graven, 2000). It is believed that the e-banking system will help banks to cut costs, increase revenue, and become more convenient for customers (Halperin, 2001).

The application of e-business in the Ghanaian banking industry has been proven as an effective way to reduce the costs of operation for the financial institutions. For instance, e-business services will allow banks to reduce expenditures on physical structures. The various areas where the banks use e-business approach includes familiar and mature electronically-based products in developing markets, such as telephone banking, credit cards, Automated Teller Machines (ATMs), and direct deposit. Anamuah-Mensah; Georginia (2009).

2.6 Barriers of E-Business
Though many authors and writers hold the view that E-Business and E-Banking are beneficial to both customers and banks, the system also has its own drawbacks that hinder many financial institutions in some developing countries in Africa from benefiting from the system.

The frequently cited benefits from internet banking do not seem to materialize in every case, as the value of Web technology cannot be realized if barriers are too high. Sirilluck R. and Mark, S. (2003). Barriers to electronic business in general have been classified in various ways. For example, Chireu and Kauffman (2000), talk about organisational, resource, knowledge, and usage barriers. Teo et al. (1997-1998) includes technological, and environmental factors. Sirilluck and Speece discussed further by saying, most of the barrier elements are related to an organisation’s ability to use the internet technology fully. They said, trust in the internet banking system and the banks that implement it can also be a factor barrier.
The few existing studies of internet banking outline barriers such as security, privacy, and trust of the Web system (Gerrard and Cunningham, 2003; Polatoglu and Ekin, 2001; Sathye, 1999). In addition lack of experience can restrain adoption; (Noh and Fitzsimmons 1999; Speece, 2000) explained that, higher usage intensity of information technology in firms helps them to adopt e-business more than is possible in less experienced firms.

Some of the barriers include unsuitability for the type of businesses; enabling factors (availability of ICT skills, qualified personnel, network infrastructure); cost factors (ICT equipment and networks, software and re-organisation) and barriers in areas of management skills, technology capabilities, productivity (OECD, 2004). Lack of reliable trust and redress systems and cross-country legal and regulatory difference also impede e-business adoption. (OECD, 2004)

Findings indicate that the most prevalent barriers faced by business in adopting the e-business system are sectoral barriers, internal barriers (security, lack of technical knowledge, and the lack of time and resources) and external barriers (lack of government support). Toorn, Bunker, Yee and Smith (2006)

Muniruddeen (2007) indicated that half of the people that have tried e-Banking services will not become active users of the system. Findings have also shown that insecurity; inadequate operational facilities like telecommunication and electric supply are among hindrances to online banking in Nigeria (Ezeoha 2005; Chiemeka et al., 2006). Finally

2.7 Challenges of E-Business
Internet-based electronic business (e-business or EB) has been predicted to experience significant growth across Europe. Yet, in adopting e-business, companies face a broad range
of obstacles, particularly their missing ability to transcend significant technical, managerial, and cultural issues (Anderson Consulting 1999; Forrester Research 1999).

There have been several major challenges and issues faced to the e-banking growth and the e-business in general. One major obstacle addressed most is the security concern (Feinman, et al., 1999; Financial Service, 2001). Another issue challenged e-business (including e-banking) is the quality of delivery service - including both delivery speed and delivery reliability (Furst, et al., 2000).

Also, cultural reluctance to interface with buyers and suppliers electronically is one major challenge limiting the potential benefits of electronic business. (Ben Akoh, 2001)

Security and privacy are two key challenges of e-business. Many individuals are still having difficulties in trusting e-business organizations for the fears of cyber crimes and misuses of their personal & confidential information. Organisations continue to experience various cyber attacks from inside and outside of the organisation. We are also seeing more and more security threats every day. For example, there could be up to 20,000 new malicious programs every day (Ward 2008).

Although e-banking has bright prospects, it involves some financial risks as well. The major risk of e-banking includes operational risks (e.g. security risks, system design, Implementation and maintenance risks); customer misuse of products and services risks; legal risks (e.g. without proper legal support, money laundering may be influenced); Strategic risks; reputation risks (e.g. in case the bank fails to provide secure and trouble free e-banking services, this will cause reputation risk); credit risks; market risks; and liquidity risks. Baten and Kamil (2010).

Aparna Iyer (2000) in his article states that, one major challenge associated with the adoption of e-business as a means to generate efficiencies is the costly e-business solutions for
optimization; he said that substantial resources are required for redefining product lines in order to sell online. According to him upgrading computer systems, training personnel, and updating websites requires substantial resources.
CHAPTER 3

METHODOLOGY

3.0 INTRODUCTION
This chapter concentrates on the methodology of the research works. And concerned with the means used in gathering the required data in relation to the project topic at the case study given the limited resources at the researcher’s disposal, both quantitative and qualitative methodologies were also employed. In pursuit of the research, data was collected at Barclays Bank, Nkawkaw branch in the Eastern Region of Ghana.

3.1 Study Design
The study design was cross-sectional and descriptive study, outlying the research procedures used to produce a relevant data for the research work. It described the target population, sampling and sampling procedure, instruments used to collect data and the method of collecting data as well as data analysis.

3.2 Sources of Data
The study relied on primary and secondary sources for information:

3.2.1 Primary Data
The primary data refer to data consisting of data and information obtained by the researcher directly from the case study through structured questionnaires, administered to staff and management of Barclays Bank, these questionnaires will provide accurate answers to the research questions of this study.

3.2.2 Secondary Data
The secondary data consist of literature materials by well-known writers and authors in the field of electronic banking and other related topics. Information was gathered from published
sources, (books, articles and course literature with useful information for the study), the internet and some information from Barclays Bank.

3.3 Research Instruments

The research instruments adopted by the researcher in the study were Personal Interviews and Questionnaires.

3.3.1 Personal Interviews

Interviews were conducted with management of the organisation to confirm some of the answers which resulted from the administration of the questionnaires. The interview investigated deeper and helped in revealing more detailed information’s in relation to some of the questions asked in the questionnaires. It also aided in obtaining information in connection with things which could not be plainly stated in the questionnaires. Interview helps in attaining the interviewee’s perceptions and opinions about the study. This instrument helped to make up some of the limitation related to administering questionnaires.

3.3.2 Questionnaires

A well-designed questionnaire was used effectively to obtain information from those who are directly part of the day-to-day running of the organisation and are really familiar with the system of operation at the organisation. This tool was chosen because it is an inexpensive and easy way to gather data for a research. Generally it is relatively quick to collect information using a questionnaire.

The questionnaire was structured in a way to provide specific response to answer the research questions formulated for this study. Section A: entailed a brief profile of the bank, Section B and C entailed the barriers and benefits of the adoption of E-business respectively and the last section D, was on the challenges of E-business adoption in Barclays bank.
However, one drawback of the data collection process was that the total population was not up to the number of questionnaires administered, which made the analysis and interpretation quite difficult. Secondly, some of the questionnaires were misplaced by the organization, which needed to be replaced; this slowed the rate of work. Time and financial constraints cannot be left out.

3.4 Target Population
For the purpose of this research, the researcher targeted management and staff members of Barclays Bank Nkawkaw branch as the population of the study.

3.5 Sample Procedure
A sample is a finite part of a statistical population. For the purpose of the study, the researcher administered 10 questionnaires, 5 for the staff and 5 for the management and information technology department of Barclays Bank Nkawkaw. This is because the relevant information needed for this study would appropriately be obtained from the targeted departments. A sample was not taken out of the population because the size of the population was not large.

3.6 Data Analysis
Qualitative and quantitative techniques were used in analyzing and presenting the data. These were descriptive tables and charts based on response from data collected from the questionnaires. It was chosen because of its appropriateness in communicating plainly the results made by the researcher and to correctly explain the outcomes of the study to all users.

3.7 Brief History of Barclays Bank
Barclays has operated in Ghana since 1917, and now has 72 branches, 51 sales centres and 118 ATMs across the country, serving personal and corporate banking customers. The Bank
of Ghana in February, 2010 named Barclays Bank of Ghana Limited the biggest foreign bank and also the largest bank in terms of capacity to handle transactions in Ghana.

Barclays Bank Nkawkaw Branch has been in operation for the past four years thus from 2008 to date. Its vision is to become the best bank for every customer, for every product and every time. Barclays Bank Limited has an expansive retail and commercial banking network in the country with its products and services are targeted particularly at the business and corporate, as well as retail customers. Barclays offers a wide range of commercial, Retail and Treasury products and services. It also offers local business banking product and services for Small Medium Enterprises and indigenous businesses.

The Bank's Premier Banking offers tailor made solutions and one-on-one banking to its high net worth. The Premier proposition amongst others offers; dedicated banking suites, financial planning, lifestyle alliances, global access to Premier lounges etc. In addition Premier Life, a new service proposition to replace Prestige Banking has been introduced. It is targeted at customers who require convenient banking, quick and efficient service as well as a level of privacy and recognition.

The Barclays Offshore Banking Unit, the first of its kind in Ghana and indeed Africa South of the Sahara, continues to offer world class banking service to non-resident private clients and corporate.

The bank's sustainability programme focuses on three pillars. Banking for brighter futures; Looking after local communities and Charity begins at work. Barclays uses these key pillars to support developmental projects across Ghana. Barclays Bank Limited is part of the Barclays Africa Group comprising ten (10) African markets under Barclays PLC.
Barclays Ghana has a major corporate banking network with branches in all of the country’s main business districts. A broad range of products and services designed to meet the needs of these corporate customers includes micro banking accounts for low-income market traders and solutions tailored to meet the needs of small to medium-sized enterprises.

3.8 Ethical Consideration
An official letter was obtained and sent to management and staff of the case study (Barclays Bank, Nkawkaw branch), this assisted the researcher to seek permission and also ask for the support of the management and staff of the case study. This was also done to assure the company that any information given would be treated as confidential and would be strictly used for the purpose of the research.
CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 INTRODUCTION
This chapter represents presentation of data collected from the case study of the research. Analysis in this chapter is made based on the research questions designed for this study, and made under the titles extracted from the study objectives in relation to results from the data collected by the researcher which helped in meeting the objectives of the research.

In this chapter data was collected through a designed questionnaires and interview. Analysis in this chapter is made based on the response derived from the questionnaires administered. The chapter employed the descriptive method of data analysis where tables, frequency distribution charts, and graphs were used in assessing and presenting the data attained from the case study in the first part of the analysis.

The analysis made in this chapter is based on the organisations’ response obtained from the staff members in the case study (Barclays Bank, Nkawkaw Branch). The analysis made was based on 10 questionnaires received by the researcher out of 10 questionnaires she administered.

4.1 BANK DETAILS
Barclays bank has been in existence since 1917 with 72 branches and the Nkawkaw branch the case study has been in operation for four years thus from 2008 to date. Barclays Bank Nkawkaw Branch since its establishments has middle and high net worth segment of Individuals and organisations as their target customers, thus they deal with customers with high and middle incomes. Standard Chartered Bank, Ghana Commercial Bank, EcoBank,
SG-SSB, Stanbic Bank as their major competitors. Barclays adopting e-business will help it gaining a competitive advantage against its competitors.

4.2 E-BUSINESS ADOPTION
The first e-business product adopted by the bank when it started its operations was the ATM card, in the late months within the first year the Barclays bank Nkawkaw added two more products which was the SMS Alert and the integrator, the bank currently operate with E-business product such as the integrator, ATMs, SMS Alert, internet banking and e-zwich (An electronic payment system), Online fee paying and the Master Card.

4.2.1 Effect of e-business adoption on bank’s customer base and turnover
E-business can result in reduced interest charges, bank fees and collection fees by using electronic funds transfer (EFT) to reduce the cost of money transfers, point of sale and electronic banking facilities. BPAY, e-BILL and other such internet-based bill payment facilities reduce the cost of paying bills and this will attract more customers for the bank and will in the long run increase transaction which will result in increasing the turnover of the bank.

The effect of e-business adoption on the bank’s turn over and its customer base was a significant aspect of the questionnaire because it helped to find out whether there has been an increase in the banks turnover and its customer base since July 2008 to 2010.
Table 4.2.1 *Response on whether e-business has increased the bank’s turnover and its Customer base.*

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unresponded</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 4.2.1 is plotted to obtain the bar chart in Figure 4.2.1 below.

![Graph showing response frequencies](image)

Figure 4.2.1
From table 4.2.1, 7 staff members representing 70% of the respondents confirmed the increment in the bank’s turnover and its customer base level since its adoption. None of them objected to the fact that the adoption of e-business had increased the banks turnover and its level of customers, though 3 of the questionnaires representing 30% were not answered.

Hence, the bank agreed that the adoption of the above e-business products has from 2008 increased their customer base and has also increased their turnover even though no specific margin and figures was indicated as a response to the question asked in the questionnaire.

### 4.3 BARRIERS OF E-BUSINESS ADOPTION

**Table 4.3**  *Responses on whether any of the underlisted barriers prevents Barclays Bank Nkawkaw Branch from adopting E-Business Products*

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Yes</th>
<th>No</th>
<th>Unresponded</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuitable for the type of business</td>
<td>0</td>
<td>7</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Cost Factors</td>
<td>7</td>
<td>0</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Security Factors</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>ICT competency of staff</td>
<td>7</td>
<td>0</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Network infrstructure</td>
<td>7</td>
<td>0</td>
<td>3</td>
<td>10</td>
</tr>
</tbody>
</table>

Table 4.3 above is plotted to obtain Figure 4.3
Figure 4.3

From Table 4.3 as shown in Fig. 4.3 above, 7 staff representing the total number of employees in the bank agreed that all the e-business products suited their type of business carried out. 3 of the questionnaires were not answered due to the absence of staff members. Hence the adopted e-business product suits the bank’s business. All staff representing 7 members agreed that cost factors such as cost of ICT equipment and network, software and reorganisation of systems was a major barrier in the adoption of e-business products. As shown in table 4.3 and fig.4.3 above, 5 out of the total staff members of 7 indicated in the questionnaire administered to them that security factors pose a barrier in the adaptation of e-business products whereas 2 staff also objected to the fact that security problems can become
a barrier to their bank. The total number of 7 employees in Barclays bank Nkawkaw branch agreed that ICT competency within the organisation is a barrier to their bank in adopting e-business products. From the responses to the questionnaires administered 7 persons representing the total staff indicated that network infrastructure and internet related support services are not consistent.

4.3.1 OTHER BARRIERS.
Factors such as availability of ICT skills, qualified personnel, are also barriers which the bank faces in adopting e-business products. It was derived from an interview conducted that the design of the technology used in running e-business products are cumbersome to use and understood. Thus some personnel’s are unqualified and have a lower ICT technological knowhow which pose a barrier to their branch and prevents them from adopting the electronic business products.

4.4 BENEFIT ASSOCIATED WITH E-BUSINESS ADOPTION.
The researcher selected a sample of benefits generally related to e-business adoption in organisations and tested their existence or if not in the case study (Barclays Bank). The questionnaire also required the organisation to provide any other benefit other than that provided by the researcher. The general benefit sample provided by the researcher were,

- Adoption of e-business creates and enhances value for organisations which helps banks meet the rising competition existing in the financial industry.
- Adopting e-business product and transacting business electronically reduces the cost of doing business in relation to employing more staff and using email for communication and information dissemination saves phone, fax and courier costs.
➢ Increases the revenue of financial institution as compared to financial institutions that do business manually.

➢ The adoption of electronic business increases the speed and efficiency in working.

➢ Reduction in barriers to entry for new markets.

➢ E-Business adoption facilitates developments of new products and business models.

➢ Improves customer relation

➢ Electronic business adoption improves in the internal and external communication in organisations.

➢ Banks adopting e-business will enjoy the benefit of expanding in its geographical reach.

4.4.1(a) Responses on whether the above benefits existed in the case study (Barclays Bank Nkawkaw)

Table 4.4.1(a)

<table>
<thead>
<tr>
<th>Responses</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7</td>
<td>70</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Un responded</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.4.1 shows that 7 persons (70%) making up the total number of staff in the organisation confirmed that the general benefits of e-business adoption provided by the researcher existed in their bank which implies that none of them thought otherwise. The 30%
seen in table 4.4.1 (Unresponded questionnaires) were questionnaires which were not
answered at all because the total population of the staff were 7.

4.4.2 Other Benefit of E-business adoption
Apart from the general benefits provided by the researcher, there were other benefits
provided by the organisation as benefits they derive as a result of their organisation adopting
e-business. It was deduced that, E-business product has empowered their client to find many
of their own answers For example: Automatic teller machines (ATMs) are now used by most
of their clients. Although some still express feelings about the lack of personal interaction
with them, most would generally not want to return to the old system of standing in a queue
for personal service They feel more in control of the transaction process and can access their
information any time, make transactions, monitor order status and check account details.

Also it was explained by the management that Barclays adopting e-business has brought the
world to their doorstep. One of the great benefits of having a website and email as part of
their e-business is that it can help break down geographical limitation that previously existed.
By using these tools, the bank can now broaden their client base and access new markets all
over the world-at relatively little cost. It has also made recruitment quit easier because the
bank now made it possible through their web site in accepting online application over the
internet, selection of applicants is also done online after which a feedback is sent over the
mail for either calling in for applicants to come for interview. It is no longer necessary to
conduct business face to face. The response from the questionnaires provided that Barclays
bank adopting e-business has improved their marketing base through a well designed and
effective website, and the e-business products they adopted has provided an avenue for them
to market and promote their bank. It was explained that, their website provides information
about their bank, products and services 24 hours a day, seven days a week to their client, and also make them visible to potential clients wherever they are in the world.

Their website also assists in capturing clients details where most at times client’s needs are anticipated, and also announces new products and services with their interest charges, which has helped in building client trust and confidence.

4.5 CHALLENGES OF E-BUSINESS ADOPTION
Analysis of challenges encountered with the adoption of e-business faced by the case study was made based on the responses derived from the questions. The researcher provided eleven general challenges faced by organizations and tested their existence or otherwise in the case study. Respondents indicted ‘Yes’ or ‘No’ to the questions provide.

To extract benefits from e-commerce, it is important for businesses to overcome the e-commerce inhibitors and challenges

Even though three questionnaires were not answered, respondents (management and staff of Barclays Bank, Nkawkaw) who answered the questions agreed to five of the challenges selected by the researcher. Thus they agreed that,

Lack of familiarity to products was a major challenge they faced, this happens where clients finds it difficult to familiarize themselves with product when they are introduced and this reduces the fully utilisation of products and services when they are initially introduced.

They confirmed that the lack of managerial and technical skills in ICT was also a challenge they faced in their organisation especially when there is a brake down in their system. They specified that, IT experts who are in charge of their systems are based in their regional
headquarters and therefore it becomes a problem when their systems like the ATM machines brakes down, because prompt response by these technicians becomes a problem.

All respondent agreed that there was a cost involved in the implementation and investing in ICT product, and this posed a challenge to the organisation.

Though most financial organisations face the under listed challenges,

- Low level of economic development
- Small per-capita income
- Reluctance on part of the company to network with other organization
- Lack of infrastructure
- Lack of executive support
- Low knowledge of IT and E-Business,

Analysis derived from the responses from the questionnaire proofed that the case study (Barclays Bank Nkawkaw) objected that they face or encounter the above challenges.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction
The researcher made a research into the adoption of E-business in the banking. In this chapter, the summary of the findings after which will be concluded and then appropriate recommendations will be made by the researcher for future research.

5.1 Summary
Several important points in relation to the adoption of electronic business in the banking industry have been discussed in this work. From the findings made, electronic business has become a necessary component of doing business and banks and therefore the banking industry is one of the most advanced industries in terms of applying ICT to services offerings and business processes, compared to the other business sectors. From the study, the benefits of doing business electronically are obvious and therefore drive banks in adopting e-business.

Cost factors such as cost of ICT equipment and network, software and re-organization, security factors and ICT competence within an organization not neglecting network and internet related support services are major barriers which prevent organizations from adopting E-Business. If these barriers are overcome by an organization and e- business is adopted ii will have a positive impact on business by,

Creating and enhancing value for organization, which makes the organization attractive to customers, and this will increase the customer base of an organization, and reduce the cost of doing business within the organization which will increases the turn over the organization and in the long run increase its profitability. E-business adoption has certain major challenges
as increased paced in technology advancement, lack of familiarity, high cost of investment in ICT among others.

5.2 Conclusion

From the study it can be concluded that, the adoption of E-Business can increase organizations profitability by creating and enhancing an organizations value, speeding up the rate of transactions delivered by the organization which makes the organization attractive to customers, reducing the cost of doing business, increasing its market share and increasing its turnover.

Low knowledge of ICT and E-business, lack of executive support, small per-capita income, lack of infrastructure, low level of economic development as considered as obvious challenges of e-business adoption were not challenges for the sector thus the case study, but rather considered the slow rate of response by service providers when system is done as their major challenge though they face other challenges.

Analysis made in the previous chapter revealed that known barriers such as security factors, ICT competency within the organization, internet related support services, cost factors such as cost of IT equipment and implementation and lack of qualified IT personnel’s among others existed in Barclays Bank Nkawkaw

In relation to the case study (Barclays Bank Nkawkaw Branch), has adopted e-business since the past four years and despite the Barriers which prevents them from effectively adopting e-business and challenges they face after the adoption which the adoption products and services, E-business has impacted positively on the organization by the analysis of data discussed in the previous chapter.
5.3 Recommendations
Based on the study, the researcher came out with these recommendations;

- Management must put in mechanisms to solve the problem of late response by service providers.
- Since lack of technical knowhow is a challenge to the organization, I recommend there should be seminars and training on the operation of the systems used.
- There should be an IT department in the branch.
- The organization should review their target customers to give low income earners the opportunity to do business with their organization.
- Customer should be continuously educated on the benefit and efficiency of using the provided e-business devices and services. This solves the problem of lack familiarity among customers.


APPENDIX

QUESTIONNAIRES
PRESBYTERIAN UNIVERSITY COLLEGE, OKWAHU CAMPUS ABETIFI

PROJECT TITLE: E-BUSINESS ADOPTION IN THE BANKING INDUSTRY

A CASE STUDY OF BARCLAYS BANK, NKWAKWA BRANCH

This research is purely meant for academic purpose. Any information given will be treated as confidential. I therefore count on your support and co-operation to answer the following questions.

PART ONE

BANK DETAILS

1. Bank Name..........................................................................................................

2. When was it established? .................................................................................

3. How many branches do you have? .................................................................

4. Who are your target customers? ....................................................................

5. Who are your major competitors? .................................................................

6. PART TWO

E-BUSINESS ADOPTION

1. When was E-Business adopted? .................................................................

2. What was the first E-business product to be adopted?
3. What are some of your E-Business products currently?

4. Has the bank’s turnover increased since the adoption of E-Business? Yes (   ) No (   )

5. If yes, by what margin?

6. If no, why?

7. Has the adoption of E-business increased the banks customer base? Yes (   ) No (   )

8. If yes, by what margin?

PART THREE

BARRIERS TO E-BUSINESS ADOPTION.

The following are some barriers some companies experience when adopting E-Business.

Kindly tick yes if it is applicable to your company and ‘no if it is not.

1. Unsuitable for your type of business. Yes (   ) No(   )
2. Factors such as availability of ICT skills, qualified personnel, network infrastructure among other. Yes ( ) No ( )

3. Cost factors (such as cost of ICT equipment and network, software and re-organization). Yes ( ) No ( )

4. Security factors. Yes ( ) No ( )

5. ICT competency within the organization. Yes ( ) No ( )

6. Network infrastructure and Internet related support services. Yes ( ) No ( )

7. Please state below any other barriers you think necessary that have not been stated.

……………………………………………………………………………………………………………………………………………………

PART FOUR

BENEFITS ASSOCIATED WITH E-BUSINESS ADOPTION

Below are some benefits associated with E-Business adoption. Please tick ‘yes’ if you enjoy such benefits and ‘no’ if you don’t.

1. Value creation or value enhancement. Yes ( ) No ( )

2. Lower cost of doing business. Yes ( ) No ( )

3. Improvement in internal and external communication. Yes ( ) No ( )

4. Increment of sales. Yes ( ) No ( )

5. Improvement in customer relations. Yes ( ) No ( )

6. Improvement in services rendered. Yes ( ) No ( )

7. Saving in cost. Yes ( ) No ( )

8. Increase in revenue. Yes ( ) No ( )
9. Increase in market share. Yes ( ) No ( )

10. Increase in speed and efficiency of work done. Yes ( ) No ( )

11. Increase or expansion in geographical reach. Yes ( ) No ( )

12. Reduction in barriers to entry for new market. Yes ( ) No ( )

13. Facilitates development of new products and business models. Yes ( ) No ( )

14. Please state any benefit you experience that has not been already stated.

........................................................................................................................................
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PART FIVE

CHALLENGES IN E-BUSINESS ADOPTION

Below are some challenges associated with E-Business adoption. Please indicate ‘yes’ if you experience such a challenge and ‘no’ if you don’t.

1. Low level of economic development. Yes ( ) No ( )

2. Small per-capita incomes. Yes ( ) No ( )

3. Limited skills personnel. Yes ( ) No ( )

4. Lack of familiarity. Yes ( ) No ( )

5. Lack of infrastructure. Yes ( ) No ( )

6. Cost of implementation. Yes ( ) No ( )

7. Low knowledge of IT and E-Business. Yes ( ) No ( )

8. High cost associated with investment in ICT. Yes ( ) No ( )

9. Lack of technical and managerial skills. Yes ( ) No ( )
10. Lack of executive support. Yes (  ) No (  )

11. Reluctance on the part of the company to network with other enterprise.
   Yes (  ) No (  )

12. Please state any other challenge associated with E-Business adoption that has not been stated.
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THANK YOU.