CHAPTER - VI
SUMMARY AND CONCLUSIONS

6.1 INTRODUCTION
Change is the law of nature. Everything is subject to change in this world, but the condition is that the change should be for the betterment of the present scenario. We as human beings are never satisfied with the present status of facilities and want more than what we have in the present. Transformation processes carried out in different fields of human life are the result of this desire of human beings. Banking sector is no exception in this case. In the earlier days of banking business, every banking activity was done manually by the bank employees, which took a lot of time and hence resulted in less customer’s satisfaction as the retention time was more than what was required. The banks were earning least profits, are less productive and are less efficient as far as the provision of various kinds of services is concerned. This is the reason that a process of banking sector reforms was initiated in India. In response to these reforms, Indian banking sector has undergone radical transformation which has altered the organizational structure, ownership pattern, system and procedures of operations which has made human resource management more important and infused competition in the banking sector. The competition has forced the banking institutions to restructure to adopt global environment.

Therefore, the government and RBI have taken several initiatives to facilitate the banks to compete in the transformation environment. As a regulator and supervisor, the RBI has made considerable progress in facilitating the development of electronic system and in upgrading technology with a view to establishing an efficient and secure system functioning in the changing environment which further helped the development of electronic banking in India. The government of India enacted the IT Act, 2000 with effect from October 17, 2000, which provides legal recognition to electronic transactions and e-commerce.

Electronic banking, an upcoming trend in today’s commercial world is widely demanded by citizens, companies and various other organizations. The ease of use and availability has been the striving business drivers in this sector; that has led to this new revolution. Banks began to look at e-Banking as a means to replace some of their traditional branch functions, for two reasons. Firstly, branches were very expensive to set up and maintain due to the large overheads associated with them. Secondly, e-Banking products/services like ATM, Debit Card, Credit Card, Internet
Banking, Mobile Banking, Tele-Banking, electronic funds transfer etc. were a source of differentiation for banks that utilized them.

Credit must be given to Indian Banks who have brought on the new wave of techno-banking in the country. In a short span of less than two decades, bank customers felt the positive impact of technological solutions implemented by banks. Bank customers today have a virtual menu of options as far as delivery channels are concerned and all these are the benefits of technology, with the most visible benefits happening in the areas of payments for retail transactions. A variety of cards, Automated Teller Machines, electronic based funds transfers, Internet banking, Mobile banking are all some of the latest technology based payment solutions, which have gained large acceptance amongst the Indian banking public.

E-Banking reaps benefits for both banks and the customers. From the bank's perspective, e-Banking has enabled banks to lower operational costs through the reduction of physical facilities and staffing resources required, reduced waiting times in branches resulting in potential increase in sales performance and a larger global reach. From the customer's perspective, e-Banking allows customers to perform a wide range of banking transactions electronically via the bank's website anytime and anywhere. In addition, customers no longer are confined to the opening hours of banks, travel and waiting times are no longer necessary and access of information regarding banking services are now easily available.

This approach justifies the need of this study which was structured to analyze the perception of bank customers and bank employees towards e-Banking system. The perception of bank customers was evaluated for two things, first, their satisfaction level from various e-delivery channels provided by the banks and second, their satisfaction from the security mechanism adopted by the banks for the safety of their e-accounts. The perception of bank employees was evaluated for the impact of e-delivery channels on their working conditions, working patterns and their working efficiency. The study highlights the role of e-Banking system towards banking efficiency with the help of various statistical techniques. To achieve the set objectives of the study, 20 banks, 10 from each of two bank groups namely public sector banks and private sector banks were selected on the basis of total number of ATMs installed at the end of March 2011 as ATM is the most commonly used e-delivery channel. This analysis is based on primary data, collected through questionnaire from urban Punjab based bank customers and bank employees.
6.2 SUMMARY OF THE FINDINGS

First chapter comprises introduction about Indian banking industry, its development, transformation, technology more particularly e-delivery channels. The development of Indian banking industry is explained under various phases where process of transformation gains more attention. The Chapter highlights various e-delivery channels along with their benefits to customers and banks and various problematic issues associated with the use of these channels. The discussion demonstrates greater transformation in Indian banking industry where IT is the most influencing aspect, which explore the need to evaluate the efficiency of the banks in recent transformation era. This chapter also explains scope, objectives and hypotheses of the study.

The Second chapter reviews the literature about all the aspects of study. But in India, there is no comprehensive study related to evaluation of customers' satisfaction in e-Banking especially their satisfaction from various e-delivery channels and from security mechanism adopted by the bank and perception of bank employees regarding e-delivery channels. Only few articles and research papers have been published on some aspects in various journals. No doubt, it is not a new concept in foreign countries and hence, studies have been conducted, but in India, there is need to add in present literature related to this aspect because that will be helpful to explore opportunities in the global markets.

The third chapter explains research methodology, data base, tools used for the measurement of perception of bank customers and bank employees about various aspects of e-Banking system, data collection process and various type of statistical techniques used for the present study.

6.2.1 Customers' Perception about Satisfaction from e-Banking System

It has been hypothesized that there is no significant difference between the satisfaction level of bank customers of public and private sector banks with regard to the performance of e-delivery channels. In order to find out any significant difference between the perception of bank customers of both bank groups a survey of 600 bank customers was conducted to know their perceptions about their satisfaction level from the quality and functioning of various e-delivery channels provided by their bank. Based on the customers’ perception, following findings have been summarized in this chapter:
➢ As far as the quality of inputs/outputs of e-delivery channels is concerned, overall, 48.16pc bank customers are showing their dissatisfaction from this quality and only 45.84pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers are not satisfied with the quality of inputs/outputs of e-delivery channels of their bank. This is the reason that they are showing dissatisfaction from this quality.

➢ As far as upgradation of technology used in e-Banking system is concerned, overall, 44.17pc bank customers are showing their satisfaction from technology upgradation in their bank used for e-Banking system and only 37.67pc are showing dissatisfaction and rest is undecided. It means that most bank customers are satisfied with the efforts done by their bank for the upgradation of technology used in e-Banking. This is the reason that they are showing satisfaction from this upgradation.

➢ As far as transparency in the functioning of e-delivery channels is concerned, overall, 37.83pc bank customers are showing their dissatisfaction from this transparency in the functioning of e-delivery channels and only 36.17pc are showing their satisfaction and rest is undecided. It means that most bank customer do not consider the functioning of e-delivery channels of their bank as transparent. This is the reason that they are showing dissatisfaction from this transparency.

➢ As far as guidance facility regarding the proper use of e-delivery channels is concerned, overall, 47.67pc bank customers are showing their satisfaction from this guidance facility and only 45.34pc are showing their dissatisfaction and rest is undecided. It means that most bank customers consider guidance facility given to them by bank authorities regarding proper use of e-delivery channels as effective. This is the reason that they are showing satisfaction from this guidance facility.

➢ As far as the procedures and formalities regarding issuing of ATM card is concerned, overall, 48.33pc bank customers are showing their dissatisfaction from these procedures and 45.83pc are showing their satisfaction and rest is undecided. It means that most bank customers do not consider these procedures/formalities while providing ATM card to them as customers-friendly. This is the reason that they are showing dissatisfaction from these procedures.
As far as the timeliness in the functioning of e-delivery channels is concerned, overall, 42.83pc bank customers are showing their satisfaction from this timeliness and only 36.83pc are showing their dissatisfaction and rest is undecided. It means that the banks are successful in bringing timeliness in banking operations with e-delivery channels and thus in increasing satisfaction of their customers. That is the reason that they are showing satisfaction from timeliness in banking operations with e-delivery channels.

As far as making of FD with internet banking is concerned, overall, 37.00pc bank customers are showing their satisfaction from this function of internet banking and only 36.33pc are showing their dissatisfaction and rest is undecided. It means that banks are successful through internet banking in satisfying their customers in FD making. That is the reason that they are showing satisfaction from this facility provided by internet banking.

As far as the provision of e-delivery channels by the bank is concerned, overall, 41.17pc bank customers are showing their satisfaction from the number of e-delivery channels provided by the bank and only 35.50pc are showing their dissatisfaction and rest is undecided. It means that most bank customers are satisfied with the provision of e-delivery channels by the bank and consider their bank as efficient in the provision of these channels. This is the reason that they are showing their satisfaction from this provision.

As far as order of cheque book through tele-Banking is concerned, overall, 42.50pc bank customers are showing their satisfaction from this function of tele-Banking and only 38.17pc are showing their dissatisfaction and rest is undecided. It means that most bank customers consider this facility provided by their bank as proper through which they can get the cheque book at their doorstep. This is the reason that they are showing their satisfaction from this facility provided by tele-Banking.

As far as the safety of PIN of ATM card is concerned, overall, 47.67pc bank customers are showing their satisfaction from this safety provided by their bank and only 45.00pc are showing their dissatisfaction from this safety and rest is undecided. It means that most bank customers consider the PIN of their ATM card as safe. This is the reason that they are showing their satisfaction from this safety.
As far as the efficiency of RTGS system is concerned, overall, 43.66pc bank customers are showing their satisfaction with the efficiency of RTGS system i.e. they consider RTGS system as a powerful system that can enhance the efficiency of the banking system. Only, 35.17pc bank customers are showing dissatisfaction from the efficiency of RTGS system and rest is undecided. It means that RTGS system is successful in attracting customer's attention because of its efficient working in transferring of funds. This is the reason that they are showing satisfaction from its efficiency.

As far as the safety of personal information of bank customers with the bank is concerned, overall, 48.17pc bank customers are showing their dissatisfaction with this safety and only 42.50pc are showing their satisfaction and rest is undecided. It means that after the introduction of so many years of e-Banking, the banks are still not successful in building the faith of their customers in safety of their personal information with them. This is the reason that they are showing dissatisfaction from this safety of their personal information.

As far as the behaviour of bank staff w.r.t. queries and complaints of bank customers is concerned, overall, 50.00pc bank customers are showing their satisfaction i.e. they consider their bank staff as cordial to help them in the proper use of e-delivery channels. Only, 34.67pc are showing dissatisfaction and rest is undecided. It means that bank staff is helpful in the solution of their complaints and problems related with the use of e-delivery channels. This is the reason that they are showing satisfaction from this service.

As far as the payment of bills through mobile banking is concerned, overall, 47.50pc bank customers are showing their dissatisfaction from this function of mobile banking and only 40.67pc are showing their satisfaction and rest is undecided. It means that most bank customers do not consider mobile banking of their bank as an effective mode of payment of their bills. This is the reason that they are showing their dissatisfaction from this facility provided by mobile banking.

As far as the payment of bills through internet banking is concerned, overall, 39.17pc bank customers are showing their dissatisfaction from this function of internet banking and only 38.54pc are showing their satisfaction and rest is undecided. It means that most bank customers do not consider internet
banking of their bank as an effective mode of payment of their bills. This is the reason that they are showing their dissatisfaction from this facility provided by internet banking.

- As far as getting account balance statement/summary through internet banking is concerned, overall, 46.67pc bank customers are showing their dissatisfaction from this function of internet banking and only 43.33pc are showing their satisfaction and rest is undecided. It means that most bank customers do not consider internet banking of their bank as an effective mode of getting account balance statement/summary. This is the reason that they are showing their dissatisfaction from this facility provided by internet banking.

- As far as the number of ATMs installed by the bank in the city is concerned, overall, 42.83pc bank customers are showing their dissatisfaction from the number of ATMs installed in the city by their bank and only 39.00pc are showing their satisfaction and rest is undecided. It means that most bank customers are not satisfied with the number of ATMs installed by their bank in the city and want from the bank to open more of these. This is the reason that they are showing their dissatisfaction from the number of ATMs installed.

- As far as the coverage of acceptance of credit/debit card is concerned, overall, 39.50pc bank customers are showing their satisfaction from this coverage of acceptance of these cards and only 38.50pc are showing their dissatisfaction and rest is undecided. It means that most bank customers favour the coverage of acceptance of these cards. This is the reason that they are showing their satisfaction from the coverage of acceptance of these cards.

- As far as getting balance inquiry through mobile banking is concerned, overall, 43.50pc bank customers are showing their dissatisfaction from this function of mobile banking and only 43.33pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers do not consider mobile banking as an effective mode of getting balance enquiry. This is the reason they are showing their dissatisfaction from this facility provided by mobile banking.

- As far as efficiency of tele-Banking in saving time of bank customers is concerned, overall, 49.83pc bank customers are showing their dissatisfaction from this efficiency of tele-Banking and only 40.50pc bank customers are showing their satisfaction and rest is undecided. It means that most bank
customers do not consider tele-Banking as an effective means of doing banking operations that can save their precious time. This is the reason that they are showing their dissatisfaction from the efficiency of tele-Banking.

- As far as the propaganda made by the bank for creating awareness among the customers regarding e-delivery channels is concerned, overall, 42.34pc bank customers are showing their dissatisfaction from the propaganda made by their bank regarding the proper use of e-delivery channels and only 40.50pc are showing their satisfaction and rest is undecided. It means that most bank customers still feel that the banks are not making proper propaganda about e-delivery channels and thus are not making them fully aware about the proper use of e-delivery channels. This is the reason that they are showing their dissatisfaction from this propaganda made.

- As far as the reliance on e-delivery channels while doing transactions is concerned, overall, 39.67pc bank customers are showing their dissatisfaction i.e. they do not rely on e-delivery channels while making their transactions. Only, 37.50pc bank customers are showing their satisfaction and rest is undecided. It means that banks are still not successful in creating the faith of their customers in their e-delivery channels and thus the bank customers do not rely them while making their transactions. This is the reason that they are showing their dissatisfaction from the reliability of e-delivery channels for making their transactions.

- As far as the location of ATMs installed by the bank is concerned, overall, 51.17pc bank customers are showing their dissatisfaction from their location and only 41.83pc are showing their satisfaction and rest is undecided. It means that most bank customers consider the location of ATMs as not convenient and far away from the main markets and other popular places of the city and want from their bank to install these according to the concentration of the population in the city. This is the reason that they are showing their dissatisfaction from their location.

- As far as checking transaction from mobile banking is concerned, overall, 43.83pc bank customers are showing their dissatisfaction from this function of mobile banking and only 42.50pc are showing their satisfaction and rest is undecided. It means that most bank customers do not consider mobile banking as an effective means for checking their last transactions. This is the
reason that they are showing their dissatisfaction from this facility provided by mobile banking.

- As far as withdrawal of cash through ATM card is concerned, overall, 50.00pc bank customers are showing their dissatisfaction from cash withdrawal through ATM card and only 42.00pc are showing their satisfaction and rest is undecided. It means that most bank customers are not satisfied with cash withdrawal from their bank's ATM card and this service provided by the bank is not working in an effective way for the bank customers. This is the reason that they are showing their dissatisfaction from this facility provided by ATM card.

- As far as instructions provided on mobile banking for doing transaction is concerned, overall, 43.33pc bank customers are showing their satisfaction from the instructions provided and only 39.84pc are showing dissatisfaction and rest is undecided. It means that most bank customers consider these instructions provided on mobile banking for doing various types of transactions as user-friendly. This is the reason that they are showing their satisfaction from these instructions.

- As far as the facility of stopping payment on a cheque through internet banking is concerned, overall, 38.50pc bank customers are showing their satisfaction from this function of internet banking and only 36.84pc are showing their satisfaction and rest is undecided. It means that most bank customers consider internet banking as an effective mode of stopping cheque payment. This is the reason that they are showing their satisfaction from this facility provided by internet banking.

- As far as the accessibility of e-delivery channels to the bank customers is concerned, overall, 42.50pc bank customers are showing their dissatisfaction from this accessibility and only 36.67pc are showing their satisfaction and rest is undecided. It means that most bank customers do not consider these e-delivery channels as easily accessible to them. This is the reason that they are showing their dissatisfaction from the accessibility of these e-delivery channels.

- As far as personal touch in the provision of e-delivery channels is concerned, overall, 43.33pc bank customers are showing their dissatisfaction i.e. they feel lack of personalized services regarding e-delivery channels. Only, 37.83pc
are showing their satisfaction and rest is undecided. It means that most of bank customers think that after the introduction of e-delivery channels, the personal touch in banking services is missing i.e. they feel a gap between them and the bank employees. This is the reason that they are showing their dissatisfaction from these personalized services.

- As far as the procedures of changing PIN of ATM card is concerned, overall, 42.50pc bank customers are showing their satisfaction from this procedure and only 41.84pc are showing their dissatisfaction and rest is undecided. It means that most bank customers consider the procedure of changing PIN of ATM card as easy. This is the reason that they are showing their satisfaction from this procedure.

- As far as the facility of stopping payment on a cheque through tele-Banking is concerned, overall, 38.67pc bank customers are showing their dissatisfaction from this function of tele-Banking and only 34.84pc of bank customers are showing their satisfaction and rest is undecided. It means that most bank customers do not consider tele-Banking as a convenient mode of stopping cheque payment. This is the reason that they are showing their satisfaction from this facility provided by internet banking.

- As far as awareness given by the banks regarding proper use of e-delivery channels is concerned, overall, 40.84pc bank customers are showing their satisfaction from the awareness given by their bank and only 37.33pc are showing their dissatisfaction and rest is undecided. It means that most bank customers consider efforts done by their bank to make them aware about the proper use of e-delivery channels as significant. This is the reason that they are showing their satisfaction from the efforts of their bank to able them to take full advantage of e-delivery channels.

- As far as the functioning of e-delivery channels is concerned, overall, 43.33pc bank customers are showing their satisfaction from the functioning of e-delivery channels and only 41.34pc are showing their dissatisfaction and rest is undecided. It means that banks are successful in satisfying their customers with the efficient working of e-delivery channels. This is the reason that they are showing satisfaction from the functioning of these e-delivery channels.

- As far as the efficiency of customer care service of the bank is concerned, overall, 46.00pc bank customers are showing their satisfaction from the
efficiency of customer care service of their bank and only 44.83pc are showing their dissatisfaction and rest is undecided. It means that the customer care service of their bank is efficient enough to help them in their problems and difficulties. This is the reason that they are showing their satisfaction from this service.

➢ As far as the availability of customer care service is concerned, overall, 38.16pc bank customers are showing their dissatisfaction from the availability of customer care service of their bank and only 34.33pc are showing their satisfaction and rest is undecided. It means that most bank customers believe that this service is rarely available to them at the time of their need. This is the reason that they are showing their dissatisfaction from this service.

➢ As far as the feeling of financial freedom obtained from e-delivery channels is concerned, overall, 43.66pc bank customers are showing their dissatisfaction from financial freedom obtained from e-delivery channels and only 38.33pc are showing their satisfaction and rest is undecided. It means that banks are still not successful in satisfying their customers with the financial freedom provided by e-delivery channels. This is the reason that they are showing their dissatisfaction from the financial freedom obtained from e-delivery channels.

➢ As far as credit limits on credit card is concerned, overall, 39.50pc bank customers are showing their satisfaction from these credit limits and only 38.50pc are showing their dissatisfaction and rest is undecided. It means that most bank customers consider the credit limits provided by the bank on credit card as sufficient. This is the reason that they are showing their satisfaction from these credit limits.

➢ As far as order of cheque book through internet banking is concerned, overall, 42.17pc bank customers are showing their satisfaction from this function of internet banking and only 39.34pc are showing their dissatisfaction and rest is undecided. It means that most bank customers consider internet banking service of their bank as effective which helps them to order cheque book easily. This is the reason that they are showing their satisfaction from this facility provided by internet banking.

➢ As far as cost effectiveness of e-delivery channels is concerned, overall, 45.17pc bank customers are showing their dissatisfaction from cost effectiveness of e-delivery channels and only 38.16pc are showing their
satisfaction and rest is undecided. It means that most bank customers do not consider these e-delivery channels of their bank as cost effective and thus they are not satisfied with these. This is the reason that they are showing their dissatisfaction from their cost effectiveness.

- As far as the knowledge level of bank staff about e-delivery channels is concerned, overall, 44.67pc bank customers are showing their dissatisfaction from their knowledge level and only 40.50pc are showing their satisfaction and rest is undecided. It means that bank customers do not consider their bank staff as knowledgeable to help them in the proper use of the e-delivery channels. This is the reason that they are showing their dissatisfaction from the knowledge level about the proper use of e-delivery channels.

- As far as the action taken by the bank for the solution of bank customer's problems is concerned, overall, 43.67pc bank customers are showing their satisfaction from these actions taken by the bank and only 37.83pc are showing their dissatisfaction and rest is undecided. It means that banks are successful in satisfying most of their customers with their actions to solve their problems. This is the reason that they are showing their satisfaction from these actions taken by their bank.

- As far as registering report of loss of ATM/Debit/Credit card through tele-Banking is concerned, overall, 43.50pc bank customers are showing their satisfaction from this function of tele-Banking and only 37.66pc are showing their dissatisfaction and rest is undecided. It means that most bank customers considers tele-Banking as an effective mode for registering their complaints with which they can easily register their complaints. That is the reason that they are showing their satisfaction from this facility provided by tele-Banking.

- As far as the formalities and procedures adopted for e-Banking is concerned, overall, 42.16pc bank customers are showing their dissatisfaction from these formalities and procedures and only 40.50pc are showing their satisfaction and rest is undecided. It means that most bank customers consider these formalities and procedures as not customer friendly. This is the reason that they are showing their dissatisfaction from these formalities and procedures.

- As far as the working of internet banking is concerned, overall, 41.66pc bank customers are showing their satisfaction from the working of internet banking of their bank and only 40.50pc are showing their dissatisfaction and rest is
undecided. It means that the banks are successful in making their internet banking easy enough so that the bank customers can use it without any operational difficulty. This is the reason that they are showing their satisfaction with its working.

- As far as the future of e-Banking is concerned, overall, 47.16pc bank customers are showing their dissatisfaction i.e. they do not think that the future of e-Banking is bright on the basis of present performance of e-delivery channels. Only 42.50pc are showing their satisfaction and rest is undecided. It means that after the introduction of so many years of e-Banking, the banks are still not successful in satisfying their customers with the quality of e-delivery channels. This is the reason that they are not optimistic about the future of e-Banking system.

- As far as the use of ATM card for cash withdrawal is concerned, overall, only 55.00pc bank customers do not prefer to use ATM card most often for cash withdrawal i.e. they are not satisfied with this most important function of ATM card. But 44.50pc bank customers prefer to use ATM card most often for cash withdrawal and rest is undecided. It means that besides being quickest and easy channel for cash withdrawal people still do not prefer this channel for the above said function. This is the reason that they are showing their dissatisfaction from this facility provided by ATM card.

- As far as the use of ATM card for balance inquiry is concerned, overall, 44.84pc of bank customers prefer to use ATM card most often for balance inquiry i.e. they are properly utilizing this function of ATM card. But 38.34pc do not prefer to use this card most often for balance inquiry and thus prefer conventional means of balance inquiry and rest is undecided. It means that being the quickest channel for balance inquiry people prefer this channel in most cases. This is the reason that they are showing their preferences to use ATM card for balance inquiry on the larger extent side.

- As far as the use of ATM card for PIN change is concerned, overall, 39.50pc bank customers do not prefer to use ATM card most often for PIN change and thus prefer to keep their old PIN. But 35.67pc bank customers prefer to use ATM card most often for PIN change i.e. they are satisfied with this function of ATM card and rest is undecided. It means that despite regular requests and publicity by banks to change the PIN regularly, bank customers are still not
giving attention to this and are still not aware of the benefits of regular PIN change. This is the reason that they are showing their preferences to use ATM card for changing PIN on the little extent side.

- As far as the use of ATM card for getting Mini Statement is concerned, overall, 42.50pc bank customers prefer to use ATM card most often for getting Mini Statement i.e. they are properly utilizing this function of ATM card. But 40.33pc do not prefer to use ATM card most often for getting Mini Statement and thus prefer conventional means of getting statement of their transactions and rest is undecided. It means that because of the quickest channel of getting a statement of their transactions, bank customers use this in most of the cases. This is the reason that they are showing preferences to use the ATM card for getting Mini Statement on the large extent side.

- As far as the use of ATM card for fund transfer is concerned, overall, 52.50pc bank customers do not prefer to use ATM card most often for fund transfer and thus prefer conventional means of fund transfer i.e. they are not satisfied with this function of ATM card. But 43.16pc bank customers prefer to use ATM card most often for fund transfer and rest is undecided. It means that besides being quickest and easy channel for fund transfer people are still not aware of this function of ATM card. This is the reason that they are showing their preferences regarding use of ATM card for fund transfer on the little extent side.

- As far as the use of ATM card for cheque book request is concerned, overall, 39.00pc bank customers do not prefer to use ATM card most often for cheque book request and thus prefer conventional means of requesting cheque book. But 37.00pc bank customers prefer to use ATM card most often for cheque book request i.e. they are well aware of this function of ATM card and rest is undecided. It means that besides being the quickest channel for making request for the cheque book, people still do not prefer this channel in most of the cases. This is the reason that they are showing their preferences to use ATM card for cheque book request on the little extent side.

- As far as the use of Mobile banking for balance inquiry is concerned, overall, 51.17pc bank customers do not prefer to use mobile banking most often for balance inquiry and thus prefer conventional means of balance inquiry. But 43.33pc bank customers prefer to use mobile banking most often for balance
inquiry i.e. they are properly utilizing this function of mobile banking and rest is undecided. It means that besides being quickest channel for balance inquiry people still do not prefer this in most cases. This is the reason that they are showing their preferences to use mobile banking for balance inquiry on the little extent side.

- As far as the use of Mobile banking for checking last transactions is concerned, overall, 39.16pc bank customers prefer to use mobile banking most often for checking last transactions i.e. they are properly utilizing this function of mobile banking. But 39.10pc do not prefer to use this service most often for checking last transactions and thus prefer conventional means of checking last transactions and rest is undecided. It means that being quickest channel for checking last transactions people prefer this in most cases. But there is not so much difference between those bank customers who are showing preferences to use this and those who do not prefer this service for checking last transactions done from their account.

- As far as the use of Mobile banking for requesting account statement is concerned, overall, 41.67pc bank customers do not prefer to use mobile banking most often for requesting account statement and thus prefer conventional methods to obtain this. But 41.33pc bank customers prefer to use mobile banking most often for requesting account statement i.e. they are properly utilizing this function of mobile banking and rest is undecided. It means that besides being quickest channel of providing account statement, bank customers still do not prefer this in most cases. This is the reason that they are showing their preferences to use mobile banking for requesting account statement on the little extent side.

- As far as the use of Mobile banking for requesting cheque book is concerned, overall, 42.34pc bank customers prefer to use mobile banking most often for requesting cheque book i.e. they are properly utilizing this function of mobile banking. But 40.84pc do not prefer to use this service for requesting cheque book and rest is undecided. It means that because of most convenient method of requesting cheque book, most bank customers prefer to use this channel for the above said function. This is the reason that they are showing their preferences to use mobile banking for requesting cheque book on the large extent side.
As far as the use of tele-Banking for getting account details is concerned, overall, 50.67pc bank customers do not prefer to use tele banking most often for getting account details i.e. they are not properly utilizing this function of tele-Banking. But 45.17pc prefer this function of tele banking in most cases and rest is undecided. It means that besides being the most convenient and quickest method of getting account details, still most bank customers do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use tele-Banking for getting account details on the little extent side.

As far as the use of tele-Banking for getting cheque book is concerned, overall, 44.84pc bank customers do not prefer to use tele-Banking most often for getting cheque book i.e. they are not properly utilizing this function of tele-Banking. But 43.00pc bank customers prefer this function of tele banking in most cases and rest is undecided. It means that besides being the most convenient method of getting cheque book still most bank customers do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use tele-Banking for getting cheque book on the little extent side.

As far as the use of tele-Banking for stop payment service is concerned, overall, 36.66pc bank customers do not prefer to use tele-Banking most often for stop payment service i.e. they are not properly utilizing this function of tele-Banking. But 34.67pc bank customers prefer this function of tele banking in most cases and rest is undecided. It means that besides being the most convenient and quickest method of stop payment service still most bank customers do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use tele-Banking for stop payment service on the little extent side.

As far as the use of tele-Banking for reporting loss of ATM/Debit/Credit card is concerned, overall, 44.33pc bank customers do not prefer to use tele-Banking most often for reporting loss of ATM/Debit/Credit cards i.e. they are not properly utilizing function of tele-Banking. But 40.17pc bank customers prefer this function of tele banking in most cases and rest is undecided. It means that besides being most quick method for reporting loss of ATM/Debit/Credit cards still most bank customers do not prefer using this channel for the above
said function. This is the reason that they are showing their preferences regarding use of tele-Banking for reporting loss of ATM/Debit/Credit card on the little extent side.

- As far as the use of tele-Banking for cheque status inquiry is concerned, overall, 44.34pc bank customers do not prefer to use tele banking most often for cheque status inquiry i.e. they are not properly utilizing this function of tele-Banking. But 39.17pc bank customers prefer this function of tele banking in most cases and rest is undecided. It means that besides being most convenient and quick method for cheque status inquiry, still most bank customers do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use tele-Banking for cheque status inquiry on the little extent side.

- As far as the use of internet banking for balance inquiry is concerned, overall, 50.67pc bank customers do not prefer to use internet banking most often for balance inquiry i.e. they are not properly utilizing this function of internet banking. But 44.83pc bank customers prefer this function of internet banking in most cases and rest is undecided. It means that besides being most convenient and quick method for balance inquiry, still most bank customers do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use internet banking for balance inquiry on the little extent side.

- As far as the use of internet banking for requesting cheque book is concerned, overall, 43.33pc bank customers do not prefer to use internet banking most often for cheque book request i.e. they are not properly utilizing this function of internet banking. But 42.33pc bank customers prefer this function of internet banking in most cases and rest is undecided. It means that besides being most convenient and quick method for cheque book request, still most bank customers do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use internet banking for cheque book request on the little extent side.

- As far as the use of internet banking for making demand draft is concerned, overall, 41.33pc bank customers prefer to use internet banking most often for making demand draft i.e. they are properly utilizing this function of internet banking. But 38.83pc bank customers do not prefer this function of internet
banking in most cases and rest is undecided. It means that because of most convenient and quick method for making demand draft, most bank customers prefer using this channel for the above said function. This is the reason that they are showing their preferences to use internet banking for making demand draft on large extent side.

- As far as the use of internet banking for getting account statement is concerned, overall, 43.50pc bank customers do not prefer to use internet banking most often for getting account statement i.e. they are not properly utilizing this function of internet banking. But 42.50pc bank customers prefer this function of internet banking in most cases and rest is undecided. It means that besides being most convenient and quick method for getting account statement, most bank customers still do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use internet banking for getting account statement on the little extent side.

- As far as the use of internet banking for transfer of funds is concerned, overall, 42.33pc bank customers do not prefer to use internet banking most often for transfer of funds i.e. they are not properly utilizing this function of internet banking. But 40.83pc bank customers prefer this function of internet banking in most cases and rest is undecided. It means that besides being most convenient and quick method for transfer of funds, most bank customers still do not prefer using this channel for the above said function. This is the reason that they are showing their preferences to use internet banking for transfer of funds on the little extent side.

- As far as responses of bank customers regarding ATM card is concerned, it can be concluded that they are only satisfied with the safety and change of PIN of ATM card and on all the other related aspects like formalities in ATM card issuing, number of ATMs installed and at convenient places, cash withdrawal from ATMs, they are not satisfied. As far as extent of preference is concerned, they mostly prefer ATM card for cash withdrawal, balance inquiry and getting mini statement. On the other hand, their preference to use ATM card for PIN change, transfer of funds and cheque book request is very low. So, they mostly prefer ATM card for conventional motives. Thus, it can be
concluded that bank customers are still not satisfied with the working of their bank's ATM card for their banking needs.

- As far as the responses of bank customers' regarding the use of ATM card as debit/credit card is concerned, they are satisfied with all the aspects of this card like they are satisfied with the coverage of acceptance of this card and also satisfied with the credit limits provided by their bank for taking credit on this card. This shows that banks are successful in satisfying their customers with the efficiency of working of ATM card as debit/credit card.

- As far as the responses of bank customers' regarding mobile banking is concerned, it can be concluded that they are only satisfied with the instructions provided on mobile banking to perform a particular transaction. On all the other aspects like payment of bills, balance inquiry and checking last transactions, they are not satisfied. As far as the extent of preference is concerned, they mostly prefer mobile banking for checking their last transactions and for cheque book order. On the other hand, their preference to use mobile banking for balance inquiry and getting an account statement is very low. So, they do not prefer to use mobile banking for its two basic functions. It can be concluded that bank customers are still not satisfied with the working of mobile banking service of their bank for their banking needs.

- As far as the responses of bank customers' regarding tele-Banking is concerned, it can be concluded that they are satisfied with cheque book order, reporting loss of ATM/Debit/Credit cards and efficiency of their customer care service. On other aspects like saving time, stop payment on a cheque and availability of customer care executive, they are showing their dissatisfaction. As far as extent of preference is concerned, bank customers do not prefer to use tele-Banking for any of the function mentioned. It means that tele-Banking service of the bank is still no getting attention of bank customers. It can be concluded that bank customers are still not satisfied with the working of tele-Banking service of their bank for their banking needs.

- As far as responses of bank customers' regarding internet banking is concerned, it can be concluded that they are satisfied with the ease of use of this service, with making a FD, stop payment on a cheque and cheque book order. They are only not satisfied with payments of their bills and by getting account balance summaries. As far as extent of preference is concerned, they
mostly prefer internet banking for making a DD. On its other functions like balance inquiry, cheque book request, getting account statement and transfer of funds, their extent of preference is very low. So, they are not properly utilizing internet banking for all its functions. So, it can be concluded that bank customers are though satisfied with the working of their bank’s internet banking service for their banking needs, but there is still more to go for the banks to make their customers able to take full advantage of this facility.

➢ As far as the role of the bank in making these e-Banking facilities effective for its customers is concerned, it can be concluded that the bank customers are satisfied with the provision of e-delivery channels to them by their bank, the level of technology used in these e-delivery channels and timeliness in their functioning. They are also satisfied with the behaviour of bank authorities regarding their complaints and queries and timely action on those and guidance and awareness facilities regarding the use of e-delivery channels. But there are some areas where they are not satisfied with the efforts of their bank like quality of these e-delivery channels, easy access to them, their cost effectiveness, transparency in their functioning and formalities and procedures adopted in transactions through these channels. They are also not satisfied with propaganda made by the bank to create awareness among them, personalized services, reliability on the bank regarding the safety of their personal information, knowledge level of bank staff regarding these channels and financial freedom provided by these channels to have access on their bank account. It can be concluded that there is still lot to go for the banks to achieve 100 percent customer satisfaction because there are so many areas where continuous efforts of the banks are required.

➢ As far as overall satisfaction from e-Banking services is concerned, it can be concluded that 28.17pc bank customers are satisfied on high extent with these e-Banking services and 27.50pc on low extent. 44.43pc bank customers are satisfied only to an average extent. It means that though the satisfied bank customers are large in number as compared to dissatisfied bank customers, but there is not a big difference between the two groups of bank customers. Most of the bank customers are satisfied only on average extent. It means that after the introduction of so many years of e-Banking services, bank customers are still not satisfied with these channels on very high extent.
So, the banks are still not successful in making their e-Banking services customer-friendly. There are so many areas in which the banks are lagging behind to achieve international standards. The bank customers are still not provided with all the benefits of these e-delivery channels and they are mostly using one or two basic functions of these channels. It is the duty of the bank personals to make these facilities available to their customers and also to aware and motivate them in using these services for diverse uses, so that full advantage of this technology-oriented banking can be taken.

**Hypothesis-I**

The null hypothesis is rejected because there is significant difference between satisfaction levels of bank customers of the two bank groups with regard to the performance of e-delivery channels in which the bank customers of private sector banks are more satisfied with the working of e-delivery channels of their bank group as compared to bank customers of public sector banks. It means that bank group is significantly affecting satisfaction of bank customers from various e-delivery channels. Other demographic variables like age, education level, occupation and income group has no significant effect on customers' satisfaction from various e-Banking services.

**6.2.2 Customers’ Perception about Satisfaction from Security Mechanism adopted in e-Banking System**

It has been hypothesized that there is no significant difference in the satisfaction level of bank customers of public and private sector banks regarding security mechanism adopted for e-delivery channels. In order to find out any significant difference between the perceptions of bank customers of both bank groups a survey of 600 bank customers was conducted to know their perceptions about their satisfaction from the security mechanism used for various e-delivery channels provided by their bank. Based on the customers’ perception, following findings have been summarized in this chapter:

- As far as financial security provided by the bank regarding e-Banking services is concerned, overall, 49.83pc bank customers are showing their dissatisfaction from this financial security and only 42.17pc are showing their satisfaction and rest is undecided. It means that banks are not successful in satisfying their customers with financial security in e-Banking services. This is
the reason that they are showing their dissatisfaction from this financial security.

- As far as the level of technology used to keep website and accounts safe is concerned, overall, 44.00pc bank customers are showing their dissatisfaction from the technology used by their bank and only 32.17pc are showing their satisfaction and rest is undecided. It means banks are not successful in satisfying their customers with level of technology used in e-Banking services. This is the reason that they are showing their dissatisfaction with the present level of technology used by their bank for the safety of website and their e-accounts.

- As far as security concerns while using e-Banking services is concerned, overall, 37.00pc bank customers have security concerns while using e-Banking services i.e. when they use e-delivery channels of their bank, they always fear about their security and only 34.17pc bank customers have no security concerns and rest is undecided. It means that most bank customers are not satisfied from the security provided by the bank to them while using e-Banking services. This is the reason that they have security concerns when they use e-delivery channels of their bank.

- As far as the faith on the bank for the safety of their personal information is concerned, overall, 44.66pc bank customers do not have faith on the bank for the safety of their personal information available with it i.e. they fear about the safety of their personal information with the bank and only 38.50pc bank customers are showing their faith on the bank and rest is undecided. It means that after the introduction of so many years of e-Banking system, the banks are still not successful in building the faith of their customers in their services. This is the reason that they are showing their dissatisfaction from the safety of their personal information with the bank.

- As far as safety in making FD/DD through internet banking is concerned, overall, 40.67pc bank customers are showing their satisfaction from this safety and only 32.33pc bank customers are showing their dissatisfaction and rest is undecided. It means that most bank customers consider internet banking of the banks as a safe method for making FD/DD. This is the reason that they are showing their satisfaction from this safety provided by the bank in internet banking for making FD/DD.
As far as display of security tips for using ATM card in ATM cabin is concerned, overall, 43.83pc bank customers are showing their dissatisfaction i.e. their bank does not display proper security tips in ATM cabin for the proper use of ATM card and only 39.00pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider their bank's performance poor as security tips written in ATM cabin for proper use ATM card is concerned. This is the reason that they are showing their dissatisfaction from these security tips.

As far as confidentiality of conversation with customer care service is concerned, overall, 41.67pc bank customers are showing their dissatisfaction from this confidentiality of their conversation with the customer care service and only 37.66pc bank customers are showing their satisfaction and rest is undecided. It means that banks are not successful in satisfying most of their customers with the secrecy of conversation between customer care executive and bank customers. This is the reason that they are showing their dissatisfaction from the confidentiality of their conversation with the customer care executive.

As far as safety of reach of statements to bank customers regarding credit card is concerned, overall, 48.00pc bank customers are showing their dissatisfaction from this safety and only 42.00pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers do not consider their bank as an effective agency of providing their statements regarding credit card safely to them. This is the reason that they are showing their dissatisfaction from the efforts of their bank to make them available these statements safe.

As far as the safety of transfer of funds through RTGS System is concerned, overall, 41.17pc bank customers are showing their satisfaction from this safety offered by the bank in doing transactions through RTGS System and only 34.17pc bank customers are showing their dissatisfaction and rest is undecided. It means that most bank customers consider RTGS System of their bank as a safe mode of transfer of funds. This is the reason that they are showing their satisfaction from this safety.

As far as awareness regarding spoofing activities on internet is concerned, overall, 43.67pc bank customers are showing their satisfaction from the efforts of their bank in making them aware about these spoofing activities on internet.
and only 36.67pc bank customers are showing their dissatisfaction and rest is undecided. It means that most bank customers consider their bank to be efficient in making them aware about spoofing activities on the internet. This is the reason that they are showing their satisfaction from the efforts of their bank regarding making them aware about these spoofing activities.

- As far as faith in security mechanism adopted for safety against hacking is concerned, overall, 41.17pc bank customers are showing their dissatisfaction from the security mechanism adopted by their bank to make their e-accounts safe from hacking and only 34.16pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider their bank's security mechanism as inefficient in making their e-accounts safe from hacking. This is the reason that they are showing their dissatisfaction from this security mechanism.

- As far as security concern shown by the bank in collecting personal information of the bank customers is concerned, overall, 45.50pc bank customers are showing their dissatisfaction from this security concern shown by their bank and only 41.67pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider their bank's security concern as not proper and think that their bank does not take proper security precautions while collecting their personal information needed for using e-delivery channels. This is the reason that they are showing their dissatisfaction from this security concern shown by their bank.

- As far as SMS alert system of the bank is concerned, overall, 43.33pc bank customers are showing their dissatisfaction from this alert system and only 37.50pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider their bank as inefficient in providing them proper alerts at times through SMS. This is the reason that they are showing their dissatisfaction from this alert system of their bank.

- As far as OTP technique is adopted for mobile banking is concerned, overall, 46.67pc bank customers are showing their dissatisfaction from this security mechanism adopted by their bank for the safety of transactions done through mobile banking and only 42.33pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider OTP technique adopted by the bank for the safety of mobile banking
transactions as not sufficient for its safety. This is the reason that they are showing their dissatisfaction from this security mechanism adopted by their bank.

- As far as risk involved in the transactions done through ATM card is concerned, overall, 43.50pc bank customers consider transactions done through ATM card as not risk-free. Only, 37.67pc bank customers consider these transactions as risk-free and rest is undecided. It means that most bank customers are not satisfied with the safety of transactions done through ATM card and consider these transactions risky. This is the reason that they are showing their dissatisfaction from the safety measures adopted by their bank to make these transactions risk-free.

- As far as security mechanism adopted by the banks for the protection of internet banking is concerned, overall, 46.00pc bank customers are showing their dissatisfaction from this security mechanism and only 32.66pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider their bank’s security mechanism as inefficient as far as the protection of internet banking is concerned. This is the reason that they are showing their dissatisfaction from this security mechanism.

- As far as safety of transactions done through internet banking is concerned, overall, 44.16pc bank customers are showing their dissatisfaction from this safety in their transactions done through internet banking and only 29.00pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider their bank inefficient as far as the security of their transactions done through internet banking is concerned. This is the reason that they are showing their dissatisfaction from this security.

- As far as faith in internal mechanism of security is adopted by the banks is concerned, overall, 43.50pc bank customers do not have faith in internal mechanisms of security adopted by the banks. Only, 41.00pc bank customers are showing their faith in it and rest is undecided. It means that most bank customers consider their bank inefficient as far as the adoption of internal mechanism of security is concerned. This is the reason that they are showing their dissatisfaction from this security mechanism.

- As far as security precautions taken by the banks for handed over ATM card password is concerned, overall, 47.50pc bank customers are showing their
dissatisfaction from these security precautions and only 34.17pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider the security precautions taken by their bank while handed over the password of ATM card to its holder as not proper. This is the reason that they are showing their dissatisfaction from these security precautions.

- As far as frauds detected on transactions done through Credit/Debit card is concerned, overall, 47.33pc bank customers have not detected any fraud on these cards. Only, 38.33pc bank customers have detected frauds on these cards and rest is undecided. It means that most bank customers consider Credit/Debit card of their bank as a safe medium of making payments and they are assure about their safety. This is the reason that they are showing their satisfaction from the transactions done through these cards.

- As far as updating about threats in the use of e-delivery channels is concerned, overall, 35.16pc bank customers are showing their dissatisfaction from these updates regarding threats in the use of e-delivery channels and only 32.66pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers are not satisfied with the efforts done by the banks in updating them regarding various types of threats in the use of e-delivery channels. This is the reason that they are showing their dissatisfaction from these efforts of their bank.

- As far as safety of bank's website from password forgery is concerned, overall, 43.33pc bank customers are showing their dissatisfaction from the safety precautions taken by the bank for making their website safe from password forgery and only 37.84pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers do not consider their bank website safe from password forgery. This is the reason that they are showing their dissatisfaction from this safety.

- As far as working of CCTVs in ATM cabin is concerned, overall, 46.00pc bank customers are showing their dissatisfaction from the working of these CCTVs in ATM cabin and only 41.50pc bank customers are showing their satisfaction from their working and rest is undecided. It means that most bank customers do not consider working of CCTVs in ATM cabin as proper. This is the reason that they are showing their dissatisfaction from their working.
➢ As far as the safety of user ID and M-PIN of mobile banking is concerned, overall, 44.16pc bank customers are showing their dissatisfaction from the safety of user ID and M-PIN and only 42.16pc bank customers are showing their satisfaction from their safety and rest is undecided. It means that most bank customers do not consider user ID and M-PIN provided by the bank for mobile banking as safe. This is the reason that they are showing their dissatisfaction from the safety of user ID and M-PIN of mobile banking.

➢ As far as awareness attempts of banks w.r.t. phishing mails/unsecure material is concerned, overall, 44.83pc bank customers are showing their satisfaction with these attempts of their banks and only 36.00pc bank customers are showing their dissatisfaction and rest is undecided. It means that most bank customers consider their bank as efficient as far as awareness attempts w.r.t. phishing mails/unsecure material is concerned. This is the reason that they are showing their satisfaction from these attempts of their bank.

➢ As far as the provision of security guard at ATMs is concerned, overall, 38.00pc bank customers are showing their satisfaction from this provision of security guards and only 36.50pc bank customers are showing their dissatisfaction and rest is undecided. It means that most bank customers feel that their bank has made adequate provision of security guards at the ATM cabins and they can safely do their transactions there. This is the reason that they are showing their satisfaction from the provision of security guards at ATM cabin.

➢ As far as the provision of text messages to perform transactions on mobile banking is concerned, overall, 45.67pc bank customers are showing their dissatisfaction from these text messages and only 34.17pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider their bank as ineffective as far as provision of text messages to perform their transactions safely on mobile banking is concerned. This is the reason that they are showing their dissatisfaction from these text messages.

➢ As far as time taken in action on bank customer's complaints is concerned, overall, 41.33pc bank customers are showing their dissatisfaction i.e. they think that the bank has taken too much time for the solution of their complaints and only 40.66pc bank customers are showing their satisfaction and rest is
undecided. It means that most bank customers feel that their bank has not take timely action on their complaints and they are faced with delay in action. This is the reason that they are showing their dissatisfaction from the time taken by their bank for the solution of their complaints.

- As far as safety of payments through Debit/Credit card is concerned, overall, 44.00pc bank customers are showing their dissatisfaction from their safety and only 34.50pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers do not consider their bank's Debit/Credit card safe for making their payments. It means that there is risk involved in making payments through these cards. This is the reason that they are showing their dissatisfaction from making payments through these cards.

- As far as the safety of ATM card password is concerned, overall, 42.67pc bank customers are showing their dissatisfaction from this safety offered by the bank for ATM card password and only 36.34pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider efforts done by their bank to make the password of ATM card safe as not sufficient. This is the reason that they are showing their dissatisfaction from this safety.

- As far as efforts of the bank in making funds safe with the use of e-Banking system is concerned, overall, 42.83pc bank customers are showing their dissatisfaction from these efforts of their bank and only 40.83pc bank customers are showing their satisfaction and rest is undecided. It means that most bank customers consider efforts done by their bank to make their funds safe with the use of e-Banking system as not sufficient. This is the reason that they are showing their dissatisfaction from these efforts of their bank.

- As far as the responses of bank customers' regarding the safety of ATM card transactions is concerned, it can be concluded that they are only satisfied with the provision of security guard at the ATM cabin. On all the other aspects for the safety of ATM card transactions is concerned, like display of proper security tips in the ATM cabin, safety of ATM card password, working of CCTVs in ATM cabin, security precautions taken while providing ATM card password etc. they are showing their dissatisfaction. Due to these factors they consider the transactions done through their ATM card as risky. So, it can be concluded that besides being the most popular and mostly used e-delivery
channel, the banks are still not successful in making their customers satisfied with the safety offered in transactions done through ATM card. This is the reason they still hesitate in doing their transactions through this card.

➢ As far as the responses of bank customers' regarding the safety of ATM card used as a debit/credit card is concerned, they are only satisfied with the fact that they have not detected any frauds in their transactions done through this card. On other aspects of security like reach of statement regarding credit taken from the credit card and making payment through this card etc. they are showing their dissatisfaction. So, it can be concluded that most of the bank customers still feel risk in using ATM card as a debit/credit card and this is the reason they hesitate in using ATM card for the above said purpose. It is the result of lack of proper security measures adopted by the banks that they still not successful in building the faith of their customers towards their security mechanism for using this card for the above said purposes.

➢ As far as the responses of bank customers' regarding the safety of mobile banking service of their bank is concerned, it can be concluded that they are not satisfied with any of the security aspect related to the safety of their transactions done through mobile banking. They are showing their dissatisfaction from SMS alert system of the bank, OTP technique, text messages provided and safety of user ID and M-PIN. It means that the bank customers do not consider mobile banking service of their bank as a safe medium for doing their transactions. It is the result of lack of proper security measures adopted by the bank for their safety. So, it can be concluded that the bank's efforts regarding making mobile banking a safe medium for doing transactions are not sufficient as per bank customer's expectations. This is the reason that they hesitate in doing their transactions through this e-delivery channel.

➢ As far as the responses of bank customers' regarding safety of tele-Banking service of their bank is concerned, it can be concluded that they are not satisfied with the safety offered by their bank regarding their banking activities done through this e-delivery channel. As we know that tele-Banking is done through telephonic conversation with the bank employee and if the bank customers do not have faith regarding safety of their conversation with that representative of the bank, then they hesitate in using this e-delivery channel.
for their banking needs and they are not able to take full advantage of this service. So, it can be concluded that the banks are still not successful in creating the faith of their customers regarding this e-delivery channel. This is the reason that they feel it risky to do their banking operations through this e-delivery channel and are not satisfied with safety in its functioning.

As far as responses of bank customers' regarding safety of internet banking service of their bank is concerned, it can be concluded that they are not fully satisfied with the security measures adopted by the bank for the safety transactions done through internet banking service of their bank. They are satisfied with safety offered in making DD/FD through internet banking and by making payments using RTGS system. But they also have the conception that the bank does not adopt latest version of security mechanism for the protection of their transactions done from their account through internet banking and they feel that with the present system of security mechanism adopted by the bank for the safety of internet banking, their e-accounts and their transactions are not safe and it is possible for any unauthorized person to hack their e-account. It means that the banks are still not successful in making internet banking service of their bank as a safe medium of transactions for their bank customers. It is totally the result of lack of adequate security measures adopted by the bank for the safety of internet banking that the bank customers still feel it risky to do their transactions through this e-delivery channel.

As far as the role of banks in making transactions of bank customers safe though e-delivery channels, it can be concluded that the bank customers are only satisfied with the efforts of their bank in making them aware about spoofing and phishing activities i.e. they think that their bank is continuously making them aware about these activities, so that they can save themselves from indulging in any wrong transactions and false attractive offers on internet. On the other hand, bank customers do not feel satisfied with the internal mechanism of security incorporated by their bank and feel that their bank does not use upgraded version of security mechanism for the safety of their funds and e-accounts. They also fear that their bank's website is not fully guarded against password forgery and it is possible for any unauthorized person to hack their e-account. They also feel that their bank does not show
proper security concern while collecting their personal information and it can also misuse their personal information available with it. Their bank also does not update them regarding new threats available on internet and also does not take timely action on their complaints regarding e-delivery channels. All these factors make the bank customers not to take full advantage of these e-delivery channels as security is the biggest issue for them in the use of these channels for their transactions. So, it can be concluded that the banks are still not able to make transactions of their customers through e-delivery channels secure and safe with their present security mechanism. So, there use for banking operations is limited only for a few purposes.

As far as overall satisfaction from security of e-Banking services is concerned, 21.16pc bank customers are not satisfied with the security offered by their bank for the safety of their transactions done through e-delivery channels and only 19.17pc bank customers are satisfied on high extent with the security of e-Banking services and 59.67pc bank customers are satisfied only on average extent. It means that after the introduction of so many years of the e-delivery channels in the banking system, the banks are still not successful in making proper arrangements of security in their banks for the safety of transactions of their customers. This is the reason that they are showing their dissatisfaction from the security provided by their bank for the safety of their transactions done through e-delivery channels.

**Hypothesis-II**

The null hypothesis is rejected because there is significant difference between satisfaction levels of the bank customers of the two bank groups from the security offered for e-Banking services in which bank customers of private sector banks are more satisfied with the security of e-Banking services as compared to bank customers of public sector banks. It means that bank group is significantly affecting satisfaction of bank customers' from the security of e-Banking system. Other demographic variables like age, education level, occupation and income group, have no significant effect on customers' satisfaction from security of e-Banking services.

6.2.3 Bank Employees' Perception regarding e-Banking System

It is not enough to conclude e-Banking services on the basis of bank customers' perceptions alone. Bank Employees' perceptions has also been evaluated to better understand the status of e-Banking because bank employees are directly involved in
providing the services of these channels to the bank customers. So, bank customers' perceptions also depend upon the attitude of bank employees towards these e-delivery channels. It has been hypothesized that there is no significant difference between the perceptions of bank employees of public and private sector banks regarding the performance of e-delivery channels of their bank group. In order to find out any significant difference between the perceptions of bank employees of both bank groups, a survey of 250 bank employees was conducted to know their perceptions about e-delivery channels provided by their bank. Based on the employees' perceptions, following findings have been summarized in this chapter:

- As far as the quality of inputs/outputs of computerized system is concerned, overall, 90.80pc bank employees believe that the quality of inputs/outputs of computerized system is superior to the manual system and only 2.40pc bank employees believe that the quality of inputs/outputs manual system is superior to the computerized system and rest is undecided. It means that most bank employees consider e-Banking system as superior to manual system because it can help them to do their banking activities more accurately and with greater efficiency. This is the reason that they are showing their satisfaction from the computerized system.

- As far as the role of e-delivery channels in reducing the risk of fake currency in banking system, overall, 80.00pc bank employees believe that the role of e-delivery channels in reducing the risk of fake currency in operations is very significant. Only, 2.00pc bank employees do not consider the role of e-delivery channels significant in reducing the risk of fake currency in banking operations and rest is undecided. It means that most bank employees believe that the risk of fake currency in banking operations has decreased after the introduction of e-delivery channels. This is the reason that they are showing their satisfaction with the role played by e-delivery channels in reducing the risk of fake currency in banking operations.

- As far as the role of e-delivery channels in checking banking frauds is concerned, overall, 74.40pc bank employees believe that the role of e-delivery channels in checking banking frauds is very significant. Only, 2.80pc of bank employees do not consider the role of e-delivery channels significant in checking banking frauds and rest is undecided. It means that most bank employees believe that banking frauds have reduced after the introduction of
e-delivery channels. This is the reason that they are showing their satisfaction with the role played by e-delivery channels in checking banking frauds.

- As far as the role of e-delivery channels in reducing the cost of banking operations is concerned, overall, 80.40pc bank employees believe that e-delivery channels has helped a lot in reducing the cost of banking operations. Only, 3.60pc bank employees do not consider the role of e-delivery channels so significant in reducing the cost of banking operations and rest is undecided. It means that most bank employees believe that e-delivery channels really works in the area of reducing the cost of banking operations. This is the reason that they are showing their satisfaction with the role played by e-delivery channels in reducing cost of banking operations.

- As far as the role of e-delivery channels in easing banking operations is concerned, overall, 78.00pc bank employees believe e-delivery channels has really helped them in making their banking operations easy than in the manual system. Only, 6.80pc bank employees do not consider the role of e-delivery channels in easing banking operations so significant and rest is undecided. It means that most bank employees believe that e-delivery channels really works in the area of easing the banking operations. This is the reason that they are showing their satisfaction with the role played by e-delivery channels in making their banking operations easy than before.

- As far as the efforts of banks in creating awareness among customers regarding use of e-delivery channels is concerned, overall, 60.00pc bank employees not satisfied with these efforts of their bank in creating awareness among customers regarding use of e-delivery channels. Only, 15.20pc bank employees are satisfied and rest is undecided. It means that most bank employees do not consider efforts done by their bank as effective in creating awareness among customers regarding the use of e-delivery channels. This is the reason that they are showing their dissatisfaction from these efforts of their bank.

- As far as the effect of e-delivery channels on workload of bank employees is concerned, overall, 86.80pc bank employees believe that workload on them has reduced after the introduction of e-delivery channels. Only, 2.00pc bank employees do not have faith in this argument and rest is undecided. It means that most bank employees believed that their workload has reduced in e-
Banking system than the traditional system. This is the reason that they are showing their satisfaction working with e-delivery channels, so that they can reduce the burden of work on them.

- As far as improvement on quality of customer service is concerned, overall, 30.00pc bank employees believe that e-delivery channels are really doing enough for improving the quality of customer service in banks. Only, 25.20pc bank employees are not satisfied with the role played by e-delivery channels in improving the quality of customer service in banks and rest is undecided. It means that most bank employees think that e-delivery channels have made it possible for them to make quality products available to their customers and hence increase their service quality. This is the reason that they are showing their satisfaction from the role played by e-delivery channels in improving the quality of customer service in banks.

- As far as the efficiency in working of e-delivery channels is concerned, overall, 68.80pc bank employees believe that the e-delivery channels are efficient in their working and they are satisfied with their efficiency. Only, 8.40pc bank employees are not satisfied with their efficiency and rest is undecided. It means that most bank employees believe that due to the efficiency of e-delivery channels, it has become possible for them to do their work with greater accuracy than before. This is the reason that they are showing their satisfaction with the efficiency of e-delivery channels.

- As far as the convenience to open a new account or to make new FD/DD with e-delivery channels is concerned, overall, 52.80pc bank employees believe in the convenience provided by e-delivery channels to open a new account or to make new FD/DD. Only, 17.60pc bank employees are showing their dissatisfaction and rest is undecided. It means that most bank employees appreciate e-delivery channels because they can easily open a new account or can make new FD/DD with the help of these. This is the reason that they are showing their satisfaction with the convenience provided by these e-delivery channels in opening an account or to make new FD/DD.

- As far as possibility of going for innovative practices is concerned, overall, 63.60pc bank employees believe that it has become possible for them to go for innovative practices with the use of e-delivery channels as these channels have reduced workload on them and feel free while working with these. Only,
4.80pc bank employees are showing their dissatisfaction from the role of these channels in making them free for innovative practices and rest is undecided. It means that most bank employees appreciate e-delivery channels as these e-delivery channels have made it possible for them to go for innovative practices. This is the reason that they are showing their satisfaction with their role.

- As far as the problems created by e-delivery channels is concerned, overall, 48.00pc bank employees believe that e-delivery channels have not created problems for them rather they provide solution for their problems. Only, 29.20pc bank employees consider these e-delivery channels as problem creating for them and rest is undecided. It means that most bank employees appreciate e-delivery channels for providing solution to their problems. This is the reason that they are showing their satisfaction with the role of these e-delivery channels in providing solution to their problems.

- As far as efficiency brought by e-delivery channels in banking system is concerned, overall, 68.40pc bank employees believe that e-delivery channels have brought efficiency in banks and now they can work with greater efficiency than before. Only, 4.80pc bank employees are showing their dissatisfaction and rest is undecided. It means that most bank employees appreciate e-delivery channels for bringing efficiency in banks and thus in improving the performance of their bank. This is the reason that they are showing their satisfaction with the efficiency brought by e-delivery channels in banks.

- As far as the precision of e-delivery channels in banks is concerned, overall, 63.60pc bank employees believe that precision of e-delivery channels in banks is more than the manual system i.e. people prefer e-delivery channels more than the manual system of doing banking operations. Only, 7.60pc bank employees are showing their dissatisfaction and rest is undecided. It means that most bank employees appreciate e-delivery channels for bringing efficiency in banks and that is why their precision is more than the manual system. This is the reason that they are showing their satisfaction from these e-delivery channels.

- As far as training given to bank employees regarding working with e-delivery channels is concerned, overall, 45.20pc bank employees believe that their
Bank has not given proper training to them for discharging their duties in e-Banking system and thus they do not consider them fully trained in working with e-delivery channels. Only, 27.60pc bank employees are satisfied with the training given to them by their bank and rest is undecided. It means that most bank employees do not consider the training provided to them for working with e-delivery channels as proper. This is the reason that they are showing their dissatisfaction from this training given.

- As far as the increased demands of bank customers with the introduction of e-delivery channels is concerned, overall, 88.00pc bank employees believe that bank customers have become more demanding with the introduction of e-delivery channels and thus are enjoying more facilities than before. Only, 4.00pc bank employees do not believe this argument and rest is undecided. It means that most bank employees consider these e-delivery channels as efficient in increasing demands of bank customers. This is the reason that they are showing their satisfaction with the role of e-delivery channels in increasing demands of bank customers and thus make them more satisfied than before.

- As far as providing satisfaction to bank customers with e-delivery channels is concerned, overall, 63.60pc bank employees believe that it is not difficult to satisfy bank customers in e-Banking era rather they can easily make their customers satisfied with the help of e-delivery channels. Only, 10.40pc bank employees believe that it is difficult to satisfy bank customers with e-delivery channels and rest is undecided. It means that most bank employees favour e-delivery channels for easily satisfying their bank customers. This is the reason that they are showing their satisfaction with the role of e-delivery channels in satisfying bank customers.

- As far as the impact of e-delivery channels on the respect of bank employees is concerned, overall, 52.00pc bank employees believe that introduction of e-delivery channels has not decrease their respect in banks. Only, 16.80pc bank employees do not believe this argument and rest is undecided. It means that most bank employees are in favour of the introduction of e-delivery channels as these are helpful in increasing their respect. This is the reason that they are showing their satisfaction from the role played by e-delivery channels in increasing their respect in the banks.
As far as the role of e-delivery channels in bringing time economy in bank's activities is concerned, overall, 57.60pc bank employees believe that introduction of e-delivery channels have made bank's activities economical w.r.t. time. Only, 12.80pc bank employees do not believe this argument and rest is undecided. It means that most bank employees are in favour of the introduction of e-delivery channels as these are helpful in saving their time in doing banking activities. This is the reason that they are showing their satisfaction with the role played by e-delivery channels in making banking activities economical in time.

As far as the efforts of the banks in improving access of e-delivery channels to their customers is concerned, overall, 46.80pc bank employees believe that their bank is doing significant efforts to improve access of e-delivery channels to its customers. Only, 24.00pc bank employees are not satisfied with the efforts of their banks and rest is undecided. It means that most bank employees consider the efforts done by their bank to improve access of e-delivery channels to its customers as significant and hence believe that their bank is successful in making e-delivery channels easily accessible to its customers. This is the reason that they are showing their satisfaction with their bank's efforts in this area.

As far as the efforts of the banks in conducting surveys to know customer's needs/feedback is concerned, overall, 37.60pc bank employees consider the efforts of their bank in conducting surveys to know customer's needs/feedback as significant. Only, 33.60pc bank employees are showing their dissatisfaction from these efforts and rest is undecided. It means that most bank employees are in favour of the surveys done by their bank to know customer's needs/feedback. This is the reason that they are showing their satisfaction with the efforts of their bank in conducting surveys to know customer's needs/feedback.

As far as bringing transparency in banking services with e-delivery channels is concerned, overall, 60.40pc bank employees believe that introduction of e-delivery channels has made banking services transparent. Only, 18.40pc bank employees do not believe this argument and rest is undecided. It means that most bank employees think that e-delivery channels has made banking services more transparent and now it is more open to its customers than
before. This is the reason that they are showing their satisfaction with the role played by e-delivery channels in making banking services more transparent.

➢ As far as the number of customers accessing e-delivery channels is concerned, overall, 88.40pc bank employees believe that number of customers accessing e-delivery channels has increased due to e-system efficiency. Only, 2.80pc bank employees do not believe this argument and rest is undecided. It means that most bank employees believe that e-delivery channels are very efficient in their working and by motivating from their efficiency, almost every bank customers want to use these channels for its transactions and this is the reason that the number of customers using these channels are increasing. This is the reason that they are showing their satisfaction from the efficient working of these e-delivery channels.

➢ As far as retaining bank customers with the bank in e-Banking system is concerned, overall, 55.20pc bank employees believe that it is not difficult to retain the customers with the bank in e-Banking system. Only, 6.00pc bank employees find it difficult to retain the customers with the bank and rest is undecided. It means that most bank employees think that the e-delivery channels have made it easy to retain bank customers due to the efficiency of these channels. This is the reason that they are showing their satisfaction with the role of e-delivery channels in retaining the customers with the bank.

➢ As far as free nature of e-delivery channels from all social barriers is concerned, overall, 43.60pc bank employees believe that the e-delivery channels are free from all social barriers and everyone can take their benefit while using them in their transactions. Only, 27.20pc bank employees do not believe this argument and rest is undecided. It means that most bank employees think that the e-delivery channels have benefitted all type of bank customers without any discrimination. This is the reason that they are showing their satisfaction from the benefits of e-delivery channels to every type of bank customer.

➢ As far as number of complaints registered regarding e-delivery channels is concerned, overall, 64.80pc bank employees believe that with the introduction of e-delivery channels the number of complaints regarding banking operations has decreased. Only, 4.00pc bank employees believe that these complaints have increased and rest is undecided. It means that most bank employees
consider the role of e-delivery channels as significant in decreasing number of complaints regarding banking operations i.e. these channels are more efficient in their working that the bank customers have least complaints from them. This is the reason that they are showing their satisfaction from the role of these e-delivery channels in making banking system error free.

- As far as management of financial transactions with e-delivery channels is concerned, overall, 43.20pc bank employees believe that the introduction of e-delivery channels has made it easy to manage financial transactions. Only, 26.40pc bank employees finds managing financial transactions difficult with e-delivery channels and rest is undecided. It means that most bank employees consider the role of e-delivery channels as significant in decreasing the difficulties of manual system in managing financial transactions. This is the reason that they are showing their satisfaction with the role of e-delivery channels in making management of financial transactions easy.

- As far as the response of bank customers towards e-delivery channels is concerned, overall, 78.80pc bank employees love to cherish the encouraging responses of bank customers towards e-delivery channels. Only, 2.40pc bank employees do not think that bank customers are showing their encouraging responses towards e-delivery channels and rest is undecided. It means that most bank employees are in favour of the use of e-delivery channels as they proved to be helpful in motivating bank customers for their maximum use in their transactions due to their efficiency. This is the reason that they are showing their satisfaction from the encouragement shown by bank customers towards using these channels.

- As far as appearance of mechanical behaviour in bank employees after the introduction of e-delivery channels is concerned, overall, 52.40pc bank employees believe that they do not feel appearance of mechanical behaviour in them after the introduction of e-delivery channels. Only, 22.00pc bank employees feel that they have become mechanical in their working after the introduction of e-delivery channels and rest is undecided. It means that most bank employees consider the role of e-delivery channels as significant in providing them a better environment of working in the banks. This is the reason that they are showing their satisfaction with e-delivery channels in providing them better working environment.
As far as impact of e-delivery channels in making banking facilities available to the customers is concerned, overall, 81.20pc bank employees believe that e-delivery channels have made banking available to its customers 24X7 and they can enjoy banking anytime and anywhere. Only, 5.60pc bank employees are showing their dissatisfaction and rest is undecided. It means that most bank employees believe that the time limits are broken with the introduction of e-delivery channels. This is the reason that they are showing their satisfaction with e-delivery channels in making baking facilities available at the doorstep of the customers.

As far as the level of technology used in the banks for e-delivery channels is concerned, overall, 43.60pc bank employees are satisfied with the level of technology used in the bank for e-delivery channels. Only, 33.20pc bank employees are not satisfied with this and rest is undecided. It means that most bank employees believe that the level of technology being used in the bank fulfills all requisites of a good technology and it is sufficient to satisfy their customers. This is the reason that they are showing their satisfaction from this level of technology.

As far as the role of e-delivery channels in reducing paperwork in banking operations is concerned, overall, 61.20pc bank employees believe that e-delivery channels required less paperwork in banking operations. Only, 2.00pc bank employees do not believe this argument and rest is undecided. It means that most bank employees consider the role of e-delivery channels as significant in reducing paperwork in banking operations. This is the reason that they are showing their satisfaction from e-delivery channels in making banking operations less paperwork-oriented.

As far as the impact of e-delivery channels on job conditions is concerned, overall, 37.60pc bank employees believe that with the emergence of e-delivery channels their job has become easy. Only, 35.60pc bank employees believe that their job has become tough and rest is undecided. It means that most bank employees consider the role of e-delivery channels as significant in making their job easy. This is the reason that they are showing their satisfaction from e-delivery channels in making their job easy than before.

As far as efforts done by the bank to increase the number of its customers is concerned, overall, 35.60pc bank do not consider their bank’s effort sufficient
in order to increase the number of its customers. Only, 32.00pc bank employees consider these efforts sufficient and rest is undecided. It means that most bank employees believe that their bank is not doing its hard efforts to increase the number of its customers. This is the reason that they are showing their dissatisfaction from their bank's efforts to increase the number of its customers.

➢ As far as the responses of bank employees regarding role of banks in making e-delivery channels more beneficial is concerned, bank employees shows their satisfaction from maximum efforts done by their bank regarding these e-delivery channels. They feel that their bank is doing enough efforts to improve quality of customer service in the bank through the use of e-delivery channels by making easy access to these channels, conducting surveys on their needs/feedback regarding these channels and by using latest technological mechanism for safety purpose. But they are unsatisfied with the efforts done by their bank to create awareness among bank customers regarding the use of e-delivery channels and increasing number of bank customers as they think that a lot can be done in this area by their bank. So, it can be concluded that the bank employees appreciate their bank's role in making these e-delivery channels effective for the customers and for the banking system and favours the quality of computerized system of their bank.

➢ As far as the responses of bank employees regarding benefits of e-delivery channels to the bank customers is concerned, it can be concluded that bank employees shows their satisfaction from the role played by these e-delivery channels in making banking activities more enjoyable for the bank customers. They feel that e-delivery channels are free from all social and time barriers and thus helpful in making banking facilities available to all type of bank customers 24X7. Because these e-delivery channels makes bank customers more demanding as now they are more aware about their banking rights, so they are using more of these e-delivery channels for their banking needs and are showing their encouraging responses with their use. So, it can be concluded that according to bank employees, bank customers are greatly benefitted with these e-delivery channels as these channels provides them an opportunity to avail all the benefits of banking system which was not possible in the traditional method of banking.
As far as the responses of bank employees' regarding the benefit of e-delivery channels to them is concerned, bank employees favour the introduction of these e-delivery channels in the banking system. They believe that with the introduction of e-delivery channels, their job has become very much easy and enjoyable as it is possible to easily satisfy bank customers with the use of these e-delivery channels and thus workload on them has decreased. So, these e-delivery channels have provided them an opportunity to go for innovative practices in their free time. These e-delivery channels have also increased their respect in the banks as they are the one to properly guide the bank customers regarding proper use of these channels. But, they are only dissatisfied with the efforts of the banks in making them trained with the use of these e-delivery channels. They think that if the bank provides them proper training facilities, they can do much better than they are doing at present. So, it can be concluded that e-delivery channels has made the role of bank employees more important in the banking system than before because the entire responsibility of the effectiveness of these channels in the banking system depends upon their proper implementation and their implementation depends upon the bank employees. So, these e-delivery channels have positively affected bank employees in their working patterns in the bank.

As far as the responses of bank employees' regarding the benefits of e-delivery channels to the bank is concerned, it can be concluded that they are satisfied with the contribution made by these e-delivery channels in helping the banks in increasing the quality of customer service. They believe that due to the efficiency of these channels, their precision is more in banks and bank customers prefer doing their banking operations with these e-delivery channels and so it is much easier to retain bank customers with the bank. They brought time and cost efficiency in banks which helps the banks in bringing down their cost of operations and to reduce the per customer time. They have also made banking business more transparent in which it is easy to check financial frauds and the risk of fake currency is minimum. They also help in reducing paper work in banking business and thus it is easy to make financial transactions. Due to their efficiency, they help in cutting down the complaints of bank customers towards the bank and so the banks are facing
little problems. Overall, it can be concluded that working with e-delivery channels is an enjoyable experience for all.

➢ As far as overall satisfaction from e-Banking services is concerned, 66.00pc bank employees are showing their responses on high extent side i.e. they are satisfied with e-Banking services of their bank to a large extent and 8.40pc on low extent side and 25.60pc on average extent side. It means that most e-bank employees are satisfied working with e-delivery channels to a high extent and hold positive perception towards these channels because according to them these channels greatly contributes in positively changing their style of working in the banks and makes it more enjoyable for them to do their duties as compared to the manual system of doing banking operations. This is the reason that they prefer working with these channels.

**Hypothesis-III**

The null hypothesis is rejected because there is significant difference between perceptions of bank employees of the two bank groups in which the bank employees of public sector banks are more satisfied with e-Banking services of their bank groups as compared to bank employees of private sector banks. It means that bank group is significantly affecting perceptions of bank employees' from various e-delivery channels. Other demographic variables like age, education level, experience level and income group have no significant effect on employees' perceptions from various e-delivery channels.

6.3 **RECOMMENDATIONS**

Growth and Development has no end. When we claim to achieve something in life, there is much left which we are not able to achieve due to our limitations. The development of banking sector also comes under the same category. Banking sector in India is gaining its momentum and developing at a faster pace. Profits and Profitability are increasing, new innovative products and services are there for the customers, banking services are available just at a phone call or just at a click of the mouse and the banking system has been converted into a hi-tech system.

The introduction of e-delivery channels in the banking system caused a revolutionary change in the way banking activities are done in India. They have their impact on each and every aspect of banking industry like access, convenience, availability of banking services, timeliness, security of funds and accounts, cost, profitability, working conditions etc. So, they greatly influenced satisfaction of bank customers
from their banking operations and also of the bank employees from their working environment. They have contributed a lot in changing the style of banking in India. But still we see in the results of the above study the poor satisfaction of bank customers from the e-Banking services provided by their banks and security mechanism adopted for the safety of transactions of bank customers from these e-delivery channels. It means that there is still something missing in the system which needs to be fulfilled at any cost to make bank customers fully satisfied with their banking experiences. The following recommendations are given for the examined problems:

6.3.1 Problem: Lack of Proper Technological Infrastructure

The study validates the fact that our banks have lack of proper technological infrastructure in respect of customer volume. Especially Public sector banks are still not successful in bringing cent percent computerization in their branches. This is the reason that they are not able to meet the ever increasing demands of bank customers and besides being their very cost effective, the adoption rate of these e-delivery channels by bank customers is very slow in India as compared to developed countries of the world. For most of the bank customers, e-delivery channels means ATM card and their preference for using mobile banking, tele-Banking and internet banking is very poor.

Issues

- Less Computerization
- Poor Management
- Poor Network
- Less Investment made in the development of e-Infrastructure by the banks

Solution: Develop Proper Technological Infrastructure

All the banks must achieve 100 percent computerization within a specified time period to make their banking more effective for their customers. The biggest issue here is also the proper management of IT. The banks should appoint IT specialists and consultants in banks for the proper management of these IT-oriented channels of doing banking business. Network problems often arise in peak hours of banking business. So, advanced telecommunications networks should be adopted, so that functioning of the bank can be made smooth all the day. All these require greater investments on the part of banks. They have to invest large portion of their profits for the development of this technological infrastructure.
Challenges

- Heavy Cost
- Poor technical knowledge among employees
- Lack of trained IT Professionals in banks
- Increased NPAs of banking sector

Prospects

- RBI & government should provide easy finance either at concessional rates or provide subsidies to enrich IT infrastructure in banks.
- For providing adequate knowledge to bank employees and to make them acquainted with this new working environment, senior employees should be appointed to train the bank staff so that they can easily intimate to solve their queries, even the retired personnel can also be appointed to learn from their experiences.
- Banks should invest heavily on the appointment of IT professionals in banks and this should not be considered as a burden on the bank rather it should be considered as a future investment which will earn them a lot of benefits in future.
- Efforts should be made by RBI to bring down increasing NPAs of banks, so that their profitability can be increased and they can be motivated to make investments in the development of technological infrastructure in their banks.

6.3.2 Problem: Lack of Awareness among Customers

If the banks think that only the provision of lot of e-delivery channels to the customers is sufficient to increase their satisfaction from banking activities, then they are wrong. This tendency of the banks to provide number of e-delivery channels to their customers will fail, when their customers are not aware about the proper use of these e-delivery channels for diverse purposes. Today, the biggest problem is not of the provision of number of e-delivery channels by the banks, but of their proper use. The bank customers are not aware about different uses of these e-delivery channels. For example, still they are using ATM card for cash withdrawal, balance inquiry and getting mini statement. All the other uses of this card are just ignored due to lack of awareness. The same is the case of other e-delivery channels like credit/debit card, mobile banking, internet banking etc.
Issues
- Lack of proper knowledge among bank employees regarding various uses of e-delivery channels
- No camps or seminars organized by the banks to know their customer's needs or feedback
- Lack of community surveys conducted by the banks regarding e-delivery channels
- Lack of personalized services regarding e-delivery channels
- Poor Coverage

Solution: Create awareness among Customers regarding e-Delivery Channels
The rate of adoption of e-delivery channels among bank customers depends upon the extent to which they can correlate themselves with these channels. So, the banks should make their employees well acquainted with vast knowledge regarding various uses of e-delivery channels and for that the help of senior or retired bank employees could be taken, so that the employees can freely clear their doubts from them. Banks should also organize awareness camps or seminars to make their customers aware about different uses of these channels and also conduct community surveys to know their feedback regarding these channels. Banks should try that their customers should not feel lack of personalized service on their part and they freely talk to bank personnel regarding their queries w.r.t. these channels. The coverage of these channels should also increased to remote and rural areas where most of bank customers are still using traditional method of banking.

Challenges
- Limitation of bank employees own knowledge regarding various uses of e-delivery channels
- Huge expenditures on conducting seminars or organizing surveys
- Lack of initiatives on the part of banks
- Multilingual information material
- Heavy workload feel by bank employees

Prospects
- The banks should arrange training programmes for their bank employees to provide them proper knowledge about various uses of e-delivery channels and thus try to remove their limitations.
➢ RBI should provide special funds to the banks for the arrangements of seminars/awareness camps to properly make the bank customers' aware about these e-delivery channels.

➢ Proper initiatives by the banks are necessary to create awareness among bank customers regarding e-delivery channels.

➢ Provide material in regional languages because present material is in English that cannot be implicit to every person. So, the bank customer has to approach others to know what is written in that document and there is no privacy.

➢ Bank employees should consider it a part of their duty to make their customers aware about these e-delivery channels and not an extra burden on them because with this they are making their customers self-dependent and able to do self-service banking with regard to their banking needs and ultimately their workload will decrease.

6.3.3 Problem: Poor Service Quality

Banking is a service-oriented business and the banks cannot escape themselves from providing quality service to their customers because it is not just their duty, but also the right of their customers. A successful bank must have the ability to anticipate what its customers want from it and satisfy those needs. Overall, service quality of all the banks is not satisfactory which adversely affects their profitability. Quality is a key issue and only survival factor in competitive environment. Today not only the survival of the fittest is a matter, but also the survival of the fastest. Only those banks will succeed in this competition that provides quick quality service to their customers.

Issues

➢ Ignorance of customers' needs by the bank

➢ Problems on the part of bank employees

➢ Problems with the use of e-channels

Solution: Improvement in Service Quality

Quality is a survival factor, so there is no option but must improve it. Several measures could be adopted by the banks to improve service quality in banks which are as follows:

➢ The bank should make an advance list of all the problems which could be faced by the bank customers by using simulation process.
All the material which is provided by the bank for information about its various purposes is mostly in English. It should be in regional language, so that even less educated bank customers can take advantage of it.

Most of the complaints, queries and needs which are keenly felt by the bank customers are often not in the list of the banks. So, the banks should conduct regular community surveys to know these hidden complaints, queries and needs of their customers because if the bank personnel ask the bank customers about these in an informal environment, they can freely reveal their problems and then the bank can try to solve these on priority basis.

The quality of customer service depends upon the service provider and in the banks its complete responsibility rests upon the bank employees. So, the banks should do their hard efforts to make their employees well versed with all the uses of these e-delivery channels and with various type of complaints and queries of the customers and their possible solutions.

All the employees must empower for participative, cooperative and creative manner which will help to extract better performance from them.

Today bank customers do not just want to be able to bank online, they expect to be able to find answers to their questions - instantly - across whichever channel suits them, and demand is 24X7, not just 9am-5pm. Where previously a customer may have tolerated being held in a contact centre queue for minutes at a time, or waited tirelessly for a response to an e-mail enquiry, they now expect a quick, efficient and consistent customer care service across multiple touch-points. So, this type of facility should be provided by the bank to its customers.

There are lots of problems with regard to e-delivery channels such as problem of ATM card blockage and machine out of cash is quoted by number of customers. Hence, the banks should always care about these concerns. New technology can be used to overcome these problems.

Introduce special credit cards for low income groups at lesser interest rate.

Mobile banking, tele banking and internet banking services should be in new, fast and easy services form. These are also very cost-effective in operation. So, the banks should make their customers motivate to use these channels for getting quality service from their banking operations.
Challenges

- Diversity of language
- Huge investment expenditure to develop quality infrastructure
- Unwillingness of employees to change their working pattern
- Less time for training

Prospects

- The entire responsibility of material publication can be authorized at zonal branch office or at branch level because the branch will be responsible for its own region. Because, at head office it is difficult to handle all corners, but individual branch will provide material in its regional language where it serve the customers.
- The banks should invest heavily on providing quality service to their customers as it is a type of future investment on their part because a satisfied customer is an asset of the bank and the mouth publicity by the customer is more important and beneficial than TV and newspaper aids.
- Employees should be motivated by explaining them the importance of providing quality service to the customers. They should be told that it will increase reputation of the bank and they will also gain from good repute of the banks.
- Training can be given in slots with no effect on routine work

Nevertheless, the banks must create an environment that suits the needs of their customers in which the customers are free to ask and tell anything. Their complaints must be handled in time and in a courteous and efficient manner. More particularly, the frontline employees must be competent and mature in social skills for gaining loyal customers.

6.3.4 Problem: Security Issues

The security problems with the use of e-delivery channels can't be ignored because it is the biggest hurdle that prevents the bank customers to use more of these channels for their banking needs. As we know that transactions done through ATM are not safe as the provision of security guards is not followed at many places, proper security tips are not written in ATM cabin, password is not safe etc. In the same way mobile banking, tele-Banking, internet banking, credit card, debit card are not 100 percent safe in their functioning and there is always a fear in the mind of the bank customers about their safety. If there is any fraud happened with the bank
customer using e-delivery channels for its transactions, the whole blame was on the bank. So, it is rightly said that the more a bank relies on e-delivery channels, the greater the potential for reputational risk.

Issues

➢ Lack of latest and upgraded security mechanism with the banks
➢ Emergence of new type of threats on the internet on daily basis
➢ Lack of trained and well equipped IT professionals with the bank
➢ Lack of awareness among bank customers regarding the safety of their accounts
➢ Lack of initiatives on the part of banks to train bank customers in order to safely use e-delivery channels

Solution: Provide safety to bank customers regarding e-delivery channels

It is a fact that till the banks are not successful in making e-delivery channels safe for their customers, their rate of adoption will be low. For this, the banks should adopt latest and upgraded security mechanism for the safety of their own operations and for e-accounts of bank customers. The banks should appoint trained and well equipped IT professionals who continuously update banks regarding new threats available on the internet. The banks should also make their customers aware for how they can safely use various e-delivery channels and provide them proper training through seminars and workshops.

Challenges

➢ Lack of funds with the banks for continuous upgradation of e-system.
➢ New threats are not completely unavoidable despite continuous efforts of banks.
➢ Bank customers themselves are responsible for some security problems due to lack of their awareness which are out of control of the banks.

Prospects

➢ RBI should provide special funds to those banks for making themselves safe for their customers who cannot afford to adopt costly security mechanism.
➢ The banks should also make their employees well versed with all the new threats available on the internet, so that the bank employees can guide bank customers with these threats for their safe use.
➢ The banks should arrange training programmes for the customers to make them well equipped with all the knowledge about safe use of e-delivery channels.
➢ Bank customers themselves have to learn some rules and regulations like never to disclose their PIN to any unauthorized person, continuously check transactions from their accounts etc. because without their support it is not possible for the banks to make the working of these e-delivery channels safe.

6.3.5 Trust Issues
Lack of bank customers’ trust is a major hurdle in the growth of e-Banking. In the traditional way of doing banking business, there is a direct contact between the bank employees and the bank customers. Whenever bank customers have any problem, they can go to bank employees for the solution of these or when the bank demands any information from them; they are ready to give the same to the bank as they have faith on the bank. But in online system of banking, there is no direct contact between the customer and the authority. So, they always fear about providing any type of information to the bank as they fear that their information is not misused by someone. This is the basic reason that they hesitate in providing their personal information to the bank which creates a hurdle in the development of electronic system of banking.

Issues
➢ Lack of direct contact between bank and bank customers
➢ Online availability of all the personal information of bank customers
➢ Possibility of hacking and misuse of personal information of bank customers
➢ Various type of frauds happened in banks with the use of technology

Solution: Create trust of bank customers in various e-services
It is essential for the banks to create trust of their customers in their e-services. For this, it is required that the bank customers do not feel lack of personalized services on the part of the banks. All the personal information of bank customers with the bank should be protected by using well advanced and hi-tech security mechanism and the customers are made aware about the procedures which are adopted by the bank for the safety of their funds, so that they can rely on them. Technology oriented frauds should be stopped by the banks with the help of trained IT professionals.
Challenges

- Lack of initiatives on the part of banks to cope with the requirements of bank customers.
- Failure of banks in creating a trustworthy environment for the bank customers.
- Involvement of bank personals themselves in some frauds shaken the trust of bank customers on the bank.

Prospects

- The banks should appoint only those employees who are trustworthy and their chances of involvement in any anti-banking activities are negligible.
- Banks should invite their customers to their branches occasionally to show them their style and pattern of working, so that the bank customers themselves analyse their system and trust them.
- The banks should adopt latest security mechanism for gaining more confidence and trust of their customers in their working.

6.3.6 Problem: Poor Knowledge among Employees regarding e-Delivery Channels

Proper knowledge of bank employees makes them more efficient and responsive towards their customers. If their knowledge is not up to date then definitely they will lose their customers, which is a biggest issue in this competitive environment of doing banking business. As per employees’ perspective, their knowledge level about various types of e-delivery channels and their various uses is not much developed especially in public sector banks.

Issues

- Poor knowledge about innovative products and their various uses
- Poor level of creative thinking to develop new strategies
- Lack of contribution in research and development activities
- Lesser involvement in decision making

Solution: Develop Knowledge regarding e-Delivery Channels among Employees

It is the fundamental duty of the bank authorities to develop proper knowledge base among their employees in order to acquaint them with latest and innovative e-delivery channels and their various uses because the banks with strong knowledge based employees always gain momentum in customer market while the others loose. The banks by providing adequate information to their employees and by providing them with proper training facilities through role plays can make them able to gain creative and researchable thinking. There are many ways of training for the
banks to apply like versatile training, role play, group discussions and conversation between same level employees. The banks can enhance their employees' knowledge through videos and other channels also, which will definitely help to gain loyal customers.

Challenges

- Lack of innovative and efficient staff
- Laziness among employees/less interest in learning
- Time constraint
- Lack of initiatives on the part of the bank to train their employees

Prospects

- It is though difficult for the banks to make all their employees efficient and active, but the bank can do efforts in this case by organizing written tests time to time to judge their latest knowledge level.
- Bank can also employ performance evaluation system and can write the name of best employee of the week or month on a board in the bank in order to motivate other bank employees.
- Appoint a person with creative thinking and establish knowledge management cell for timely actions and fix a time for learning in shifts.
- It can also be considered as mandatory by the RBI to get global exposure.

6.4 DELIMITATIONS

Due to paucity of time and resources, the study is delimited in the following areas:-

- The present study is delimited to e-bank customers and e-bank employees of only 10 banks of each of the two bank groups.
- The study is delimited to 600 e-bank customers and 250 e-bank employees.
- The study is delimited to three districts of Punjab namely Ludhiana, Jalandhar and Patiala only but it is not enough to generalize the results in big state like Punjab.

6.5 FUTURE AREAS OF COMPREHENSIVE RESEARCH

On the basis of this empirical study, the researcher visualized the following areas of further comprehensive research:

- Relationship between efficiency of banks and perceptions of bank customers can also be carried out to best judge the performance of e-banks.
- A large sample of customers and employees may be surveyed to have deep perceptive of e-Banking services.
➢ Perception of e-Banking services among the bank customers in the rural and semi-urban areas can also be carried out.

➢ A comprehensive study on job satisfaction of bank employees in e-Banking working environment will help to better develop the human resources.

➢ A research is also required to study the inclusion of human values in the implementation of e-Banking system.

6.6 CONCLUSION
Technology is the lifeline of banking industry in India and all the banks are competing hard on their part to make themselves more technology-oriented in order to make themselves profitable and their customers satisfied. Electronic banking system is taking place of the traditional banking system. Electronic banking has helped the banking system to gain much profits, efficiency and timeliness in their business. It has benefitted both the bank personals and the customers. If e-Banking serves with better efficiency and reduced costs with more satisfied customers and employees, then why not all the banks must exploit this opportunity as differentiating strategy to gain more competitiveness as technology holds the key to future success of Indian commercial banks. It is also a fact that Indian banks are not so large to function efficiently under the emerging competitive environment to undertake sufficient investment in skill formation and to come up and experiment with innovative ways to exploiting the opportunities and meeting the challenges thrown up under a rapidly changing economic scenario. But there is no denying the fact that the Indian banks are rapidly moving forward to greater efficiency in working by giving equal competition to the foreign banks. The real bottleneck is the mind set, unawareness and security concerns. If we overcome these factors, we can enjoy a much superior banking system in which all are satisfied whether they are bank authorities, bank employees and, above all, bank customers.