



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

### CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	RESPONSIBILITY ACCOUNTING IN SMALL AND MEDIUM SCALE INDUSTRIES MANUFACTURING AUTO COMPONENTS <i>ANIRUDDHA THUSE &amp; DR. NEETA BAPORIKAR</i>	1
2.	LIBERALIZED FINANCIAL SYSTEM AND ECONOMIC DEVELOPMENT IN NIGERIA <i>LOWE, OLUSEGUN</i>	6
3.	AN INVESTIGATION ON HIGHER LEARNING STUDENTS SATISFACTION ON FOOD SERVICES AT UNIVERSITY CAFETERIA <i>SARAVANAN RAMAN &amp; SUBHASENI CHINNIHAH</i>	12
4.	IDENTIFYING AND PRIORITIZING THE MAIN BARRIERS TO KNOWLEDGE MANAGEMENT <i>DR. S. ALI AKBAR AHMADI, MOHAMAD ALI AFSHARI &amp; HAMIDEH SHEKARI</i>	17
5.	PERFORMANCE EVALUATION OF PRIVATE AND PUBLIC SPONSORED MUTUAL FUNDS IN INDIA <i>NOONEY LENIN KUMAR &amp; DR. VANGAPANDU RAMA DEVI</i>	24
6.	TALENT MANAGEMENT PRACTICES IN IT SECTOR <i>DR. K. JANARDHANAM, DR. NIRMALA M. &amp; PRATIMA PANDEY</i>	36
7.	FREQUENT PATTERN MINING USING DYNAMIC PROGRAMMING <i>V. G. RAJALEKSHMI &amp; DR. M. S. SAMUEL</i>	41
8.	PRICE AND LIQUIDITY CHANGES AFTER STOCK SPLITS - EMPIRICAL EVIDENCE FROM INDIAN STOCK MARKET <i>DHANYA ALEX, DR. K. B. PAVITHRAN &amp; EAPEN ROHIT PAUL</i>	45
9.	THE IMPACT OF REVERSE CULTURAL SHOCK AMONG REPATRIATES <i>N. PADMAVATHY &amp; DR. N. THANGAVEL</i>	50
10.	BRAND LOYALTY'S INFLUENCE ON WOMEN'S BUYING BEHAVIOR WITH SPECIAL REFERENCE TO PERSONAL CARE PRODUCTS <i>R. SUNDARI &amp; DR. M. SAKTHIVEL MURUGAN</i>	57
11.	ANALYSIS OF COTTON TEXTILE INDUSTRY IN KARUR DISTRICT, TAMILNADU <i>DR. N. RAJASEKAR &amp; M. GURUSAMY</i>	63
12.	ANALYSING THE TRADING ACTIVITIES OF MUTUAL FUNDS TO IDENTIFY THE TREND OF THE INDIAN STOCK MARKET <i>M. JEEVANANTHAN &amp; DR. K. SIVAKUMAR</i>	69
13.	VIABILITY OF ORGANIC PRODUCTS' BUSINESS AMONG THE NON-ORGANIC PRODUCT CONSUMERS – A DESCRIPTIVE STUDY <i>DR. R. DHANALAKSHMI</i>	75
14.	EMPLOYEES PERCEPTION TOWARDS ENVIRONMENTAL CHALLENGES: AN EMPIRICAL STUDY ON VEDANTA LTD. IN ODISHA <i>DR. B. CHANDRA MOHAN PATNAIK, DR. IPSEETA SATPATHY &amp; DEEPAK KUMAR SINGH</i>	79
15.	CASH CONVERSION CYCLE AND CORPORATE PROFITABILITY – AN EMPIRICAL ENQUIRY IN INDIAN AUTOMOBILE FIRMS <i>DR. A. VIJAYAKUMAR</i>	84
16.	A STUDY ON BEST PRACTICES IN FINANCIAL SERVICES AT A PUBLIC SECTOR COMPANY AT BHOPAL <i>DR. N. SUNDARAM &amp; AJAY KUMAR SHARMA</i>	92
17.	AN EMPIRICAL STUDY OF FIRM STRUCTURE AND PROFITABILITY RELATIONSHIP: THE CASE OF INDIAN AUTOMOBILE FIRMS <i>DR. A. VIJAYAKUMAR</i>	100
18.	PERCEPTION OF BANK EMPLOYEES TOWARDS ADOPTION OF INFORMATION TECHNOLOGY IN PRIVATE SECTOR BANKS OF INDIA <i>BINDIYA TATER, DR. MANISH TANWAR &amp; NAVRATAN BOTHRA</i>	109
19.	KEY SKILLS IDENTIFICATION AND TRAINING NEED ANALYSIS @ SMALL AND MEDIUM RETAILERS IN DELHI AND NCR <i>POOJA MISRA, NEHA JOSHI &amp; RAHUL GOYAL</i>	118
20.	STRATEGIES FOR MERGERS AND ACQUISITIONS – CASE STUDIES OF SELECTED BUSINESS HOUSES <i>DR. PREETI YADAV &amp; DR. JEET SINGH</i>	127
21.	MANAGEMENT OF NPAS IN DCCBS IN INDIA – AN EMPIRICAL ASSESSMENT <i>DR. A. DHARMENDRAN</i>	136
22.	IMPACT OF MOBILE MARKETING ON THE PURCHASE DECISION OF CONSUMERS: A STUDY OF JALANDHAR REGION <i>HARENDRA SINGH, SALEEM ANWAR &amp; SHUJA QAMMER SHAH</i>	141
23.	A STUDY ON LEADERSHIP STYLE AND THEIR IMPACT IN PUBLIC SECTOR – TAMIL NADU <i>N. PRABHA</i>	146
24.	PARAMETERS OF RATING OF INDIAN COMMERCIAL BANKS – A CRITICAL ANALYSIS <i>DR. MUKTA MANI</i>	149
25.	IMPACT OF INTERNET BANKING ON CUSTOMER SATISFACTION: A COMPARATIVE STUDY OF PUBLIC SECTOR BANKS, PRIVATE SECTOR BANKS AND FOREIGN SECTOR BANKS <i>RITU SEHGAL &amp; DR. SONIA CHAWLA</i>	156
	REQUEST FOR FEEDBACK	164

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at: [Ulrich's Periodicals Directory](#) ©, [ProQuest, U.S.A.](#), [Open J-Gate, India](#) as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#)

Circulated all over the world & Google has verified that scholars of more than eighty-one countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

[www.ijrcm.org.in](http://www.ijrcm.org.in)

## CHIEF PATRON

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

## PATRON

**SH. RAM BHAJAN AGGARWAL**

Ex. State Minister for Home & Tourism, Government of Haryana  
Vice-President, Dadri Education Society, Charkhi Dadri  
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

## CO-ORDINATOR

**AMITA**

Faculty, E.C.C., Safidon, Jind

## ADVISORS

**PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

## EDITOR

**PROF. R. K. SHARMA**

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

## CO-EDITOR

**DR. BHAVET**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

## EDITORIAL ADVISORY BOARD

**DR. AMBIKA ZUTSHI**

Faculty, School of Management & Marketing, Deakin University, Australia

**DR. VIVEK NATRAJAN**

Faculty, Lomar University, U.S.A.

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

**PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

**DR. KULBHUSHAN CHANDEL**

Reader, Himachal Pradesh University, Shimla

**DR. TEJINDER SHARMA**

Reader, Kurukshetra University, Kurukshetra

**DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P. J. L. N. Government College, Faridabad

**DR. SHIVAKUMAR DEENE**

Asst. Professor, Government F. G. College Chitgappa, Bidar, Karnataka

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

## ASSOCIATE EDITORS

**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PROF. A. SURYANARAYANA**

Department of Business Management, Osmania University, Hyderabad

**DR. ASHOK KUMAR**

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

**DR. JATINDERKUMAR R. SAINI**

Head, Department of Computer Science, S. P. College of Engineering, Visnagar, Mehsana, Gujrat

**DR. V. SELVAM**

Divisional Leader – Commerce SSL, VIT University, Vellore

**DR. PARDEEP AHLAWAT**

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

**S. TABASSUM SULTANA**

Asst. Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

## TECHNICAL ADVISOR

**AMITA**

Faculty, E.C.C., Safidon, Jind

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

## FINANCIAL ADVISORS

**DICKIN GOYAL**

Advocate & Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

## LEGAL ADVISORS

**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

**CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

## SUPERINTENDENT

**SURENDER KUMAR POONIA**

## CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Business Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or [info@ijrcm.org.in](mailto:info@ijrcm.org.in).

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: \_\_\_\_\_

**THE EDITOR**

IJRCM

**Subject:** SUBMISSION OF MANUSCRIPT IN THE AREA OF \_\_\_\_\_.

(e.g. Computer/IT/Finance/Marketing/HRM/General Management/other, please specify).

**DEAR SIR/MADAM**

Please find my submission of manuscript titled ' \_\_\_\_\_ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore it has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

I affirm that all author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

**NAME OF CORRESPONDING AUTHOR:**

Designation:

Affiliation with full address & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in italic & 11-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
  - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
  - Use (ed.) for one editor, and (ed.s) for multiple editors.
  - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
  - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
  - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
  - For titles in a language other than English, provide an English translation in parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

**CONTRIBUTIONS TO BOOKS**

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

**JOURNAL AND OTHER ARTICLES**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**CONFERENCE PAPERS**

- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

**ONLINE RESOURCES**

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

**WEBSITE**

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 <http://epw.in/user/viewabstract.jsp>

## PERCEPTION OF BANK EMPLOYEES TOWARDS ADOPTION OF INFORMATION TECHNOLOGY IN PRIVATE SECTOR BANKS OF INDIA

**BINDIYA TATER**  
**RESEARCH SCHOLAR**  
**SURESH GYAN VIHAR UNIVERSITY**  
**JAIPUR**

**DR. MANISH TANWAR**  
**ASST. PROFESSOR**  
**IMS RAMPURIA JAIN COLLEGE**  
**BIKANER**

**NAVRATAN BOTHRA**  
**RESEARCH SCHOLAR**  
**MADHYA PRADESH BHOJ OPEN UNIVERSITY**  
**BHOPAL**

### ABSTRACT

Rapid strides made by the technology sector and their swift adoption by the competitors since the middle of the past decade have forced banks to get into the act by beginning to offer IT-facilitated products and services. The new private sector banks aggressively started pursuing technology-based service offering. Technology has resulted in improved quality of service, any time/any where banking, focused product delivery, cross selling opportunities, multi-channel touch points for consumption of services, etc. While development in technology have thrown-up an array of opportunities for the banks, they have also brought along a whole set of challenges to deal with. This study is design to explore bank employees' perception toward adoption of Information Technology to satisfy both sophisticated customers (who demand flexibility of interactions with no time and location constraint, security of information, privacy and convenience) as well as the organization's own needs (including more sophisticated services with more profit, security of networks, hardware and bank application, cost containment or reduction and customer loyalty) when implementing e-banking technologies. The study was conducted in four private sector banks of India from Bikaner to Jaipur regions of Rajasthan. Descriptive research methodology was used to accomplish the study using random convenience sampling technique. A questionnaire was developed based on five parameters Relative advantage, Complexity, Potential risk, Strategic advantage by decision-making process and Innovation and development to ascertain the perception of the employees. The data was collected from 180 bank employees (Executive, Manager, Officer) through structured questionnaire method out of which 129 employees replied to the questionnaire. Simple frequency percentage was adopted as the statistical measure and hypothesis testing was analyzed using chi-square. The result reveals that all the banks are using Information technology as a strategic weapon to remain competitive against other. In conclusion, the study revealed that Information Technology has tremendously improved growth and performance of the banks. Information Technology has lead to increase customer satisfaction, improved operational efficiency, reduced transaction time, gives the bank a competitive edge reduced the running cost and ushered in swift response in service delivery.

### KEYWORDS

Relative advantage, Complexity, Potential risk, Strategic advantage.

### INTRODUCTION

The new information technology (IT) is turning into the most important factor in the future development of banking, influencing banks' marketing and business strategies. The deregulation of the banking industry coupled with the emergence of new technologies, are enabling new competitors to enter the financial services market quickly and efficiently. The driving forces behind the rapid transformation of banks are influencing changes in the economic environment: innovations in information technology, innovations in financial products, liberalization and consolidation of financial markets, deregulation of financial inter-mediation etc. From acquiring a customer, servicing the customer's needs, building the customer relationship to managing employees, processes and partners, every action in the bank's value chain relies on technology to ensure efficacy and efficiency.

The opening up of the Indian banking sector to private players acted as 'the tipping point' for this transformation. The deregulatory efforts prompted many financial institutions (like HDFC and ICICI) and non-financial institutions enter the banking arena.

With the entry of private players into retail banking and with multi-nationals focusing on the individual consumer in a big way, the banking system underwent a phenomenal change. Multi-channel banking gained prominence. For the first time consumers got the choice of conducting transactions either the traditional way (through the bank branch), through ATMs, the telephone or through the Net. Technology played a key role in providing this multi-service platform.

ICICI Bank seeks to be at the forefront of technology usage in the financial services sector. Information technology is a strategic tool for business operations, providing the bank with a competitive advantage and improved productivity and efficiencies.

This study is design to explore employee's perception towards adoption of Information Technology to satisfy both more sophisticated customers (who demand flexibility of interactions with no time and location constraint, security of information, privacy and convenience) as well as the organization's own needs (including more sophisticated services with more profit, security of networks, hardware and bank application, cost containment or reduction and customer loyalty) when implementing e-banking technologies.

### LITERATURE REVIEW

This section will concentrate on summarized findings of relevant researches.

#### SURVEY OF RELEVANT CONTRIBUTIONS

**Xiao Ling Qiu** (International Journal of Business and Management, Vol. 3, No. 2) conducted a study on "Chinese Customers' Banking Habits and E-banking Barriers". The purpose of this study was to investigate the Chinese customers' banking habits and the major barriers prevent them from participating in E-banking. The study was conducted in Chinatown area in New York City. Responses were gathered from 110 respondents. The findings indicated that the Chinese customers did most of the banking transactions via teller stations. The Chinese customers' major concerns of online banking included security concern and the

lack of bank staff support when they suffered from technical problems at home. The aging Chinese customers with low education and low income were less likely to participate in E-banking.

**Wendy Wan et al.** (2005) have studied the customers' adoption of banking channels in Hong Kong. The study covers four major banking channels namely ATM, Branch Banking, Telephone Banking and Internet Banking. It segment customers based on demographic variables and psychological beliefs about the positive attributes processed by the channels. The psychological factors are Ease of use, Transaction security, transaction accuracy, speediness, convenience, time utility, provision of different personal services, social desirability, usefulness, economic benefits and user involvement.

**Mukherjee and Nath** (2003) conducted a study on "Online banking adoption and Diffusion". From the study it was found that two reasons can be established for Online banking adoption and Diffusion. First, banks can save costs by offering online banking services. Second, banks can reduce their branch networks and downsize the number of service staff, which opens the way for online banking as many customers feel that branch banking requires too much time and effort.

**Leblanc** (1990) in his study of Canadian Bank customers found that the main consumer motivation for using such technology was related to accessibility or convenience. Leblanc also found that users tended to be more educated and believed that technology improved service quality, presented little or no risk and was compatible with their need for a fast and easy to use service

**H.S. Srivastav, Dr. R. Srinivasan** conducted a study on "Banking Channel Perceptions-An Indian Youth perspective" This study uses psychographics to study the banking channel adaptation and the trends in the retail banking scenario in Karnataka, India. It has been found that people clearly want convenience and security in their choice of banking channel

**OBJECTIVE OF THE STUDY**

- To investigate the relative advantage provided by the bank to the customers.
- To explore the complexities faced by the bank employees in providing services to the customer.
- To understand the potential risk factors faced by the bank employees and customers.
- To find out different strategies adopted by bank employees to smoothen their decision making process.
- To study the Innovation techniques adopted by private banks.

**HYPOTHESIS OF THE STUDY**

Five hypotheses were formulated for the study.

- H1: There is a significant difference between the relative advantages provided by different private banks to the adoption of IT.
- H2: There is a significant difference between complexities faced by employees of different private banks to adoption of IT banking services.
- H3: There is a significant difference between potential risks faced by employees of different private banks to the adoption of IT banking services.
- H4: There is a significant difference between strategies adopted by employees of different private banks in smoothening their decision making process to the adoption of IT banking services
- H5: There is a significant difference between Innovation and Development adopted by different private banks to the adoption of IT banking services.

**RESEARCH METHODOLOGY**

The study was conducted in four private sector banks (ICICI, HDFC, AXIS, INDUSIND) in India from Bikaner to Jaipur regions of Rajasthan. Descriptive research methodology was used to accomplish the study using random convenience sampling technique. The questionnaire consists of three sections. Section 1: Demographic profile of the Respondents, Section 2: Employment profile of the Respondents, Section 3: Employee's opinion about awareness of customers towards banking services, Section 4: It was developed based on five parameters Relative advantage, Complexity, Potential risk, Strategic advantage by decision-making process and Innovation and development to ascertain the perception of the employees. Five point Likert scale is used to elicit responses on the questionnaire.

The data was collected from 180 bank employees (Executive, Manager, Officer) through structured questionnaire method, E-mail and personal interview, Out of which 129 employees replied with full information. ICICI bank- 45, HDFC bank- 38, AXIS bank- 22, INDUSIND bank- 24. The data collected were tabulated and analyzed for the purpose of giving precise and concise information. Simple frequency percentage and chi-square test were applied.

**RESULT AND DISCUSSION**

An attempt has been made to study bank employee's preferences towards adoption of e-banking services in private sector banks.

**TABLE 1: DEMOGRAPHIC PROFILE OF THE RESPONDENTS**

Demographic Variables	Categories	ICICI	HDFC	AXIS	INDUSIND
Sex	Male	33 (73)	30 (79)	17 (77)	16 (73)
	Female	12 (27)	8 (21)	5 (23)	6 (27)
Age	18 yrs-25 yrs	22 (49)	7 (18)	11 (50)	8 (36)
	25yrs-36yrs	19 (42)	23 (61)	7 (32)	9 (41)
	36 yrs-50 yrs	2 (4)	5 (13)	2 (9)	3 (14)
	50 yrs+	2 (4)	3 (8)	2 (9)	2 (9)

Figures in brackets denotes % to column total

Source: primary data-Questionnaire

**SEX OF THE RESPONDENTS**

Sex as a personal variable was found to have a significant effect on employee's preferences. In the above table, there are 73 percent of male respondents and 27 percent of female respondents in ICICI bank, 79 percent of male respondents and 21 percent of female respondents in HDFC bank, 77 percent of male respondents and 23 percent of female respondents in AXIS bank, 73 percent of male respondents and 27 percent of female respondents in INDUSIND .The survey revealed that the number of male employees are more than female employees.

**AGE OF THE RESPONDENTS**

Age is the factor that determines job opportunity according to different age category & experience of the employees. In ICICI, HDFC, AXIS & INDUSIND banks most of the respondents belong to the age group of 25-36 years. The result revealed that there are number of job opportunity for age group of 25-36 years in private sector banks.

TABLE 2: EMPLOYMENT PROFILE OF THE RESPONDENTS

Employment Variables	Categories	ICICI	HDFC	AXIS	INDUSIND
Designation	Executives	16 (36)	14 (37)	9 (41)	10 (45)
	Manager	8 (18)	9 (24)	6 (21)	5 (23)
	Officer	21 (47)	15 (39)	7 (32)	7 (32)
Experience	< 5 yrs	22 (19)	7 (18)	11 (50)	8 (36)
	5yrs-10yrs	19 (42)	23 (61)	7 (32)	9 (41)
	10 yrs-15 yrs	2 (4)	5 (13)	2 (9)	3 (14)
	>15 yrs	2 (4)	3 (8)	2 (9)	2 (9)
Qualification	Diploma	4 (9)	2 (5)	2 (9)	1 (5)
	Bachelor Degree	8 (18)	4 (11)	5 (23)	3 (14)
	PG Diploma	9 (20)	6 (16)	3 (14)	6 (27)
	PG(Professional Degree)	8 (18)	8 (21)	5 (23)	5 (23)
Timing of Induction Training Program	0-10 hour	13 (29)	18 (47)	3 (14)	3 (14)
	11-20 hour	4 (9)	5 (13)	5 (23)	4 (18)
	21-40 hour	10 (22)	7 (18)	8 (36)	5 (23)
	41 hr & more	18 (40)	8 (21)	6 (27)	10 (45)
Computer and Internet Training Program	0-10 hour	21 (47)	23 (61)	3 (14)	2 (9)
	11-20 hour	3 (7)	4 (11)	3 (14)	5 (23)
	21-40 hour	8 (18)	4 (11)	7 (32)	7 (32)
	41 hr & more	13 (29)	7 (18)	9 (41)	8 (36)
Estimated work by computer daily	0-2 hour	6 (13)	22 (58)	2 (9)	4 (18)
	2-5 hour	6 (13)	6 (16)	5 (23)	4 (18)
	5-9 hour	14 (31)	6 (16)	5 (23)	6 (27)
	9 hr & more	19 (42)	4 (11)	10 (45)	8 (36)

Figures in brackets denotes % to column total

Source: primary data-Questionnaire

**DESIGNATION OF THE RESPONDENTS**

Designation is the factor that determines job position of the employee in the organization. In ICICI, HDFC, AXIS & INDUSIND banks most of the respondents belong to the age group of 25-36 years. The result revealed that popularity for banking jobs is among age group of 25-36 years in private sector banks.

**EXPERIENCES OF THE RESPONDENTS**

Experience is the factor that determines skill and knowledge of the employees. In ICICI, HDFC, AXIS & INDUSIND banks most of the respondents belong to the category between 5-10 years and <5 years. The result reveals the increasing number of talent pool in different operational areas of banks.

**QUALIFICATION OF THE RESPONDENTS**

Qualification is the factor that fulfills the conditions of being qualified. Different banks check the basic qualification required to appear for the entrance test being conducted to fulfill their vacancies. Majority of educational qualification being demanded by banks is post graduation that includes M.Com, M.B.A., ICWAI and others.47% employee of HDFC, 36% of ICICI and 32% of AXIS and INDUSIND employees are post graduate.

**INDUCTION TRAINING PROGRAM OF THE RESPONDENTS**

Induction training program is organized by the banks for new starter to help them do their job better and quicker, adjust or acclimatize quickly and effectively into their new working environment.47% of employees prefer 0-10 hours of induction program in HDFC, 40% of employees of ICICI, 45% of INDUSIND employees, 27% of AXIS employees and 21% of HDFC employees prefer more than 41 hours of induction program.

**COMPUTER AND INTERNET TRAINING PROGRAM OF THE RESPONDENTS**

Computer and internet training program becomes compulsory for organization to meet the increasing need of customer data protection and to meet daily task. Computer is a compulsory paper for the clerks and probationary officer.41% employees of AXIS bank, 36 % employees of IDUSIND bank, 29% employees of ICICI bank and 18% employees of HDFC bank have attended more than 41 hours of training program.

**ESTIMATED WORK BY RESPONDENTS ON COMPUTER DAILY**

Working on computer makes the task easier, save time and provide accuracy. It improves organizational productivity and efficiency. The study found that majority of respondents is using computers more than 9 hours in their daily task.

TABLE 3: EMPLOYEE'S OPINION ABOUT AWARENESS OF CUSTOMERS TOWARDS BANKING SERVICES

Variables	ICICI			HDFC		AXIS			INDUSIND
ATM Banking	78.22	72.44	64.88	76.31		80	73.63	72.63	73.63
Branch Banking	68.44			78.94	75.78	78.18			74.54
Internet Banking				71.57					72.72
Mobile/Tele Banking									70.90

Figures denotes % to column

Source: primary data-Questionnaire

Customer awareness must be an important part of an overall information security education program; consumer awareness programs create more informed buying decisions. According to employees opinion maximum customers are using ATMs as direct banking channel.78.94 % of customers are using branch banking, 75.77 % of customers are using Internet banking and 78.18% of customers are using mobile/tele banking facilities provided by different private banks. The study shows the increasing popularity of Internet banking and mobile banking besides ATMs and branch banking among customers.

**CHI-SQUARE TEST**

The chi-square was used to test the significance of association between two attributes. The data were gathered on 5-point likert scale.

**H1: Association between bank employee's opinions on relative advantages provided by different private banks to the adoption of IT.**

Relative advantage is an important factor in determining adoption of new innovations. Likewise, as IT banking services allow customers to access their banking accounts from any location, at any time of the day, it provides tremendous advantage and convenience to users. It also gives customers greater control over managing their finances, as they are able to check their accounts easily.

Ho: There is no significant difference between the relative advantages provided by different private banks to the adoption of IT.

Ha: There is a significant difference between the relative advantages provided by different private banks to the adoption of IT



TABLE 4: OBSERVED FREQUENCY-RELATIVE ADVANTAGE

S.No.	Relative Advantage	ICICI	HDFC	AXIS	INDUSIND	ROW TOTAL
1	Safety and Convenience	81.33333	76.84211	76.36364	72.72727	307.2663
2	Time and location constraint	79.11111	75.78947	72.72727	73.63636	301.2642
3	Reduce costs	83.11111	74.73684	76.36364	77.27273	311.4843
4	Save time of bank customers	86.22222	76.84211	74.78261	70	307.8469
5	Daily responsibilities	80	71.57895	75.45455	68.18182	295.2153
6	Higher opportunities	79.55556	79.47368	77.27273	74.54545	310.8474
7	Sophisticated services	67.55556	75.78947	72.72727	65.45455	281.5268
	COLUMN TOTAL	556.8889	531.0526	525.6917	501.8182	2115.451

Source: primary data-Questionnaire

TABLE 5: OBSERVED FREQUENCY AND EXPECTED FREQUENCY -RELATIVE ADVANTAGE

S.No.	Relative Advantage	ICICI		HDFC		AXIS		INDUSIND	
F1	Safety and Convenience	81.333 (fo)	80.887 (fe)	76.842 (fo)	77.134 (fe)	76.363 (fo)	76.355 (fe)	72.727 (fo)	72.888 (fe)
F2	Time and location constraint	79.111 (fo)	79.307 (fe)	75.789 (fo)	75.627 (fe)	72.727 (fo)	74.864 (fe)	73.636 (fo)	71.464 (fe)
F3	Reduce costs	83.111 (fo)	81.997 (fe)	74.736 (fo)	78.193 (fe)	76.363 (fo)	77.404 (fe)	77.272 (fo)	73.888 (fe)
F4	Save time of bank customers	86.222 (fo)	81.040 (fe)	76.842 (fo)	77.280 (fe)	74.782 (fo)	76.500 (fe)	70 (fo)	73.026 (fe)
F5	Daily responsibilities	80 (fo)	77.714 (fe)	71.578 (fo)	74.109 (fe)	75.454 (fo)	73.361 (fe)	68.181 (fo)	70.029 (fe)
F6	Higher opportunities	79.555 (fo)	81.830 (fe)	79.473 (fo)	78.033 (fe)	77.272 (fo)	77.245 (fe)	74.545 (fo)	73.737 (fe)
F7	Sophisticated services	67.555 (fo)	74.111 (fe)	75.789 (fo)	70.673 (fe)	72.727 (fo)	69.959 (fe)	65.454 (fo)	66.782 (fe)

Source: primary data-Questionnaire

TABLE 6: GRAND TOTAL OF RELATIVE ADVANTAGE

Variables	ICICI (fo-fe) <sup>2</sup> / fe	HDFC (fo-fe) <sup>2</sup> / fe	AXIS (fo-fe) <sup>2</sup> / fe	INDUSIND (fo-fe) <sup>2</sup> / fe	Row Total $\sum$ (fo-fe) <sup>2</sup> / fe
F1	0.0025	0.0011	7.67E	0.0003	0.0039
F2	0.0005	0.0003	0.0610	0.0659	0.1278
F3	0.0151	0.1528	0.0139	0.1549	0.3368
F4	0.3314	0.0024	0.0385	0.1253	0.4978
F5	0.0672	0.0864	0.0597	0.0487	0.2620
F6	0.0632	0.0265	9.33E0	0.0088	0.0986
F7	0.5799	0.3703	0.1094	0.0264	1.0862
C.T.	1.0598	0.6401	0.2827	0.4307	2.4134(G.T.)

C.T.-Column Total, G.T.-Grand Total

Source: primary data-Questionnaire

TABLE 7: CHI SQUARE TEST-RELATIVE ADVANTAGE

Level of Significance (5%)	Number of Rows	Number of Columns	Degrees of Freedom	p-Value	Calculated value	Tabulated value	Result
0.05	7	4	18	0.99995	2.4134	28.869	Accept

Source: primary data-Questionnaire

The table shows that, Chi-square test was used at 5 percent significant level. The result reveals that p-value is greater than Level of significance and the calculated value is less than the tabulated value. So, the null hypothesis is accepted. This reveals that there is no significant difference between the relative advantages provided by different private banks to the adoption of IT.

**H2: Association between employee's perceptions on complexities faced by employees of different private banks to adoption of IT banking services**

Innovation with substantial complexity requires more technical skills and needs greater implementation and operational efforts to increase its chances of adoption. Bank has to continuously monitor the integrity of data, needs adequate investment for adoption of services in this cut throat competition. Trust, security and privacy are the important pillars that make the adoption of IT banking services faster. More on, all the banks have to invest on promotional plans to make the customer feel easy of the complex emerging technologies.

**Ho:** There is no significant difference between complexities faced by employees of different private banks to adoption of IT banking services

**Ha:** There is a significant difference between complexities faced by employees of different private banks to adoption of IT banking services

TABLE 8: OBSERVED FREQUENCY-COMPLEXITY

S.No.	Complexity	ICICI	HDFC	AXIS	INDUSIND	ROW TOTAL
F1	Monitor the integrity	75.1111	62.6315	44.2105	69.09091	251.0441
F2	Adequate investments	80	76.8421	45.7894	73.6363	276.2679
F3	Trust –security	80.4444	77.3684	43.6842	72.7272	274.2243
F4	Promotional plans	52	73.15789	41.5789	75.4545	242.1914
F5	Trust –privacy	79.1111	73.6842	41.5789	73.6363	268.0106
	Column total	366.6667	363.6842	216.8421	364.5455	1311.738

SOURCE: PRIMARY DATA-QUESTIONNAIRE

TABLE 9: OBSERVED FREQUENCY AND EXPECTED FREQUENCY - COMPLEXITY

S.No.	Complexity	ICICI		HDFC		AXIS		INDUSIND	
F1	Monitor the integrity	75.111 (fo)	70.173 (fe)	62.631 (fo)	69.602 (fe)	44.210 (fo)	41.499 (fe)	69.090 (fo)	69.767 (fe)
F2	Adequate investments	80 (fo)	77.224 (fe)	76.842 (fo)	76.596 (fe)	45.789 (fo)	45.669 (fe)	73.636 (fo)	76.777 (fe)
F3	Trust –security	80.444 (fo)	76.653 (fe)	77.368 (fo)	76.029 (fe)	43.684 (fo)	45.331 (fe)	77.272 (fo)	76.209 (fe)
F4	Promotional plans	52 (fo)	67.699 (fe)	73.157 (fo)	67.148 (fe)	41.578 (fo)	40.036 (fe)	75.454 (fo)	67.307 (fe)
F5	Trust –privacy	79.111 (fo)	74.916 (fe)	73.684 (fo)	74.306 (fe)	41.578 (fo)	44.304 (fe)	73.636 (fo)	74.482 (fe)

Source: primary data-Questionnaire

TABLE 10: GRAND TOTAL OF COMPLEXITY

Variables	ICICI (fo-fe) <sup>2</sup> / fe	HDFC (fo-fe) <sup>2</sup> / fe	AXIS (fo-fe) <sup>2</sup> / fe	INDUSIND (fo-fe) <sup>2</sup> / fe	Row Total $\sum(fo-fe)^2/ fe$
F1	0.3474	0.6982	0.1770	0.0065	1.2292
F2	0.0998	0.0007	0.0003	0.1285	0.2293
F3	0.1875	0.0235	0.0598	0.1591	0.4301
F4	3.6405	0.5378	0.0594	0.9861	5.2239
F5	0.2349	0.0052	0.1676	0.0096	0.4174
C.T.	4.5101	1.2656	0.4643	1.2899	7.5300 (G.T)

C.T.-Column Total, G.T.-Grand Total

Source: primary data-Questionnaire

TABLE 11: CHI SQUARE TEST- COMPLEXITY

Level of Significance (5%)	Number of Rows	Number of Columns	Degrees of Freedom	p-Value	Calculated value	Tabulated value	Result
0.05	5	4	15	0.11039	7.5300	24.996	Accepted

Source: primary data-Questionnaire

The table shows that, Chi-square test was used at 5 percent significant level. The result reveals that p-value is greater than Level of significance and the calculated value is less than the tabulated value. So, the null hypothesis is accepted. This reveals that there is no significant difference between complexities faced by employees of different private banks to adoption of IT banking services

**H3: Association between potential risks faced by employees of different private banks to the adoption of IT banking services**

Risk is an additional dimension in diffusion and adoption. A common and widely recognized obstacle to electronic commerce adoption has been the lack of security and privacy over the Internet. This has led many to view Internet commerce as a risky undertaking. Thus, it is expected that only individuals who perceive using Internet banking as a low risk undertaking would be inclined to adopt it. This leads to the hypothesis:

**Ho:** There is no significant difference between potential risks faced by employees of different private banks to the adoption of IT banking services

**Ha:** There is a significant difference between potential risks faced by employees of different private banks to the adoption of IT banking services

TABLE 12: OBSERVED FREQUENCY- POTENTIAL RISK

S.No.	Potential Risk	ICICI	HDFC	AXIS	INDUSIND	ROW TOTAL
F1	Knowledge	60	74.73684	70	70	274.7368
F2	Data's integrity	73.77778	77.89474	72.72727	70	294.3998
F3	Information security	78.66667	76.84211	66.36364	73.63636	295.5088
F4	Expertise and training	65.33333	80.52632	64.54545	70	280.4051
	COLUMN TOTAL	277.7778	310	273.6364	283.6364	1145.051

Source: primary data-Questionnaire

TABLE 13: OBSERVED FREQUENCY AND EXPECTED FREQUENCY - POTENTIAL RISK

S.No.	Potential Risk	ICICI		HDFC		AXIS		INDUSIND	
F1	Knowledge	60 (fo)	66.648 (fe)	74.736 (fo)	74.379 (fe)	70 (fo)	65.654 (fe)	70 (fo)	68.054 (fe)
F2	Data's integrity	73.777 (fo)	71.418 (fe)	77.894 (fo)	79.702 (fe)	72.727 (fo)	70.353 (fe)	70 (fo)	72.924 (fe)
F3	Information security	78.666 (fo)	71.687 (fe)	76.842 (fo)	80.003 (fe)	66.363 (fo)	70.618 (fe)	73.636 (fo)	73.199 (fe)
F4	Expertise and training	65.333 (fo)	68.023 (fe)	80.526 (fo)	75.914 (fe)	64.545 (fo)	67.009 (fe)	70 (fo)	69.458 (fe)

Source: primary data-Questionnaire

TABLE 14: GRAND TOTAL OF POTENTIAL RISK

Variables	ICICI (fo-fe) <sup>2</sup> / fe	HDFC (fo-fe) <sup>2</sup> / fe	AXIS (fo-fe) <sup>2</sup> / fe	INDUSIND (fo-fe) <sup>2</sup> / fe	Row Total $\sum(fo-fe)^2/ fe$
F1	0.6632	0.0017	0.2875	0.0556	1.0081
F2	0.0779	0.0410	0.0800	0.1172	0.3163
F3	0.6795	0.1249	0.2563	0.0026	1.0633
F4	0.1064	0.2802	0.0905	0.0042	0.4814
C.T.	1.527	0.4478	0.7146	0.1797	2.8692(G.T.)

C.T.-Column Total, G.T.-Grand Total

Source: primary data-Questionnaire

TABLE 15: CHI SQUARE TEST- POTENTIAL RISK

Level of Significance (5%)	Number of Rows	Number of Columns	Degrees of Freedom	p-Value	Calculated value	Tabulated value	Result
0.05	4	4	9	0.4122	2.8692	16.919	Accepted

Source: primary data-Questionnaire

The table shows that, Chi-square test was used at 5 percent significant level. The result reveals that p-value is greater than Level of significance and the calculated value is less than the tabulated value. So, the null hypothesis is accepted. This reveals that there is no significant difference between potential risks faced by employees of different private banks to the adoption of IT banking services

**H4: Association between different strategies adopted by employees of different private banks in smoothening their decision making process to the adoption of IT banking services**

Information Technology in banks help in setting IT infrastructure for information network to provide the layer of technology necessary to perform the data storage and analysis processing. So the IT assets of the firm are critical to the decision making process for support of the actual systems. Constant evaluation of alternatives ,displaying Information on web page, financial feasibility study helps in overcoming competition pressure and smoothening the decision making process.

**Ho:** There is no significant difference between strategies adopted by employees of different private banks in smoothening their decision making process to the adoption of IT banking services

**Ha:** There is a significant difference between strategies adopted by employees of different private banks in smoothening their decision making process to the adoption of IT banking services

TABLE 16: OBSERVED FREQUENCY- STRATEGIC ADVANTAGE BY DECISION MAKING PROCESS

S.No.	Strategic Advantage by Decision making Process	ICICI	HDFC	AXIS	INDUSIND	ROW TOTAL
F1	Information network	76.88889	74.21053	62.72727	70.90909	284.7358
F2	Selection criteria	76.5	76.31579	65.45455	66.36364	284.634
F3	Financial tools	75.61111	72.10526	60.90909	68.18182	276.8073
F4	IT by competitor	65.38889	75.78947	69.09091	74.54545	284.8147
F5	Impact on function of bank	69.05556	82.10526	62.72727	69.09091	282.979
F6	Information on web page	65.11111	72.10526	74.54545	68.18182	279.9436
F7	Choice of IT	76.66667	72.63158	65.45455	72.72727	287.4801
F8	Problems-implementation	67.11111	72.63158	66.36364	67.27273	273.3791
F9	Results financial feasibility study	68.33333	72.10526	69.09091	73.63636	283.1659
F10	Sources of resistance to change	75.05556	70.52632	70.90909	61.81818	278.3091
	<b>COLUMN TOTAL</b>	<b>715.7222</b>	<b>740.5263</b>	<b>667.2727</b>	<b>692.7273</b>	<b>2816.249</b>

Source: primary data-Questionnaire

TABLE 17: OBSERVED FREQUENCY AND EXPECTED FREQUENCY - STRATEGIC ADVANTAGE BY DECISION MAKING PROCESS

S.No.	Strategic Advantage by Decision making Process	ICICI		HDFC		AXIS		INDUSIND	
		Observed	Expected	Observed	Expected	Observed	Expected	Observed	Expected
F1	Information network	76.888 (fo)	72.362 (fe)	74.210 (fo)	74.870 (fe)	62.727 (fo)	67.464 (fe)	70.909 (fo)	70.037 (fe)
F2	Selection criteria	76.5 (fo)	72.336 (fe)	76.315 (fo)	74.843 (fe)	65.454 (fo)	67.440 (fe)	66.363 (fo)	70.012 (fe)
F3	Financial tools	75.611 (fo)	70.347 (fe)	72.105 (fo)	72.785 (fe)	60.909 (fo)	65.585 (fe)	68.181 (fo)	68.087 (fe)
F4	IT by competitor	65.388 (fo)	72.382 (fe)	75.789 (fo)	74.891 (fe)	69.090 (fo)	67.483 (fe)	74.545 (fo)	70.057 (fe)
F5	Impact on function of bank	69.055 (fo)	71.916 (fe)	82.105 (fo)	74.408 (fe)	62.727 (fo)	67.048 (fe)	69.090 (fo)	69.605 (fe)
F6	Information on web page	65.111 (fo)	71.144 (fe)	72.105 (fo)	73.610 (fe)	74.545 (fo)	66.328 (fe)	68.181 (fo)	68.859 (fe)
F7	Choice of IT	76.666 (fo)	73.060 (fe)	72.631 (fo)	75.592 (fe)	65.454 (fo)	68.114 (fe)	72.727 (fo)	70.712 (fe)
F8	Problems-implementation	67.111 (fo)	69.476 (fe)	72.631 (fo)	71.884 (fe)	66.363 (fo)	64.773 (fe)	67.272 (fo)	67.244 (fe)
F9	Results financial feasibility study	68.333 (fo)	71.963 (fe)	72.105 (fo)	74.457 (fe)	69.090 (fo)	67.092 (fe)	73.636 (fo)	69.651 (fe)
F10	Sources of resistance to change	75.055 (fo)	70.729 (fe)	70.526 (fo)	73.180 (fe)	70.909 (fo)	65.941 (fe)	61.818 (fo)	68.457 (fe)

Source: primary data-Questionnaire

TABLE 18: GRAND TOTAL OF STRATEGIC ADVANTAGE BY DECISION MAKING PROCESS

Variables	ICICI $(fo-fe)^2/fe$	HDFC $(fo-fe)^2/fe$	AXIS $(fo-fe)^2/fe$	INDUSIND $(fo-fe)^2/fe$	Row Total $\sum(fo-fe)^2/fe$
F1	0.2831	0.0058	0.3326	0.0108	0.6323
F2	0.2396	0.0289	0.0584	0.1902	0.5172
F3	0.3938	0.0063	0.3334	0.0001	0.7337
F4	0.6758	0.0107	0.0383	0.2875	1.0123
F5	0.1138	0.7961	0.2784	0.0038	1.1921
F6	0.5117	0.0307	1.0178	0.0066	1.5670
F7	0.178	0.1159	0.1038	0.0573	0.4552
F8	0.0805	0.0077	0.0390	1.19E-	0.1273
F9	0.1832	0.0743	0.0595	0.2279	0.5449
F10	0.2646	0.0962	0.3742	0.6438	1.3789
C.T	2.9241	1.1731	2.6358	1.4283	<b>8.1613(G.T.)</b>

C.T.-Column Total, G.T.-Grand Total

Source: primary data-Questionnaire

TABLE 19: CHI SQUARE TEST- STRATEGIC ADVANTAGE BY DECISION MAKING PROCESS

Level of Significance (5%)	Number of Rows	Number of Columns	Degrees of Freedom	p-Value	Calculated value	Tabulated value	Result
0.05	10	4	27	0.517969	8.1613	40.113	Accepted

Source: primary data-Questionnaire

The table shows that, Chi-square test was used at 5 percent significant level. The result reveals that p-value is greater than Level of significance and the calculated value is less than the tabulated value. So, the null hypothesis is accepted. This reveals that there is no significant difference between strategies adopted by employees of different private banks in smoothening their decision making process to the adoption of IT banking services

**H5: Association between Innovation and Development adopted by private banks to adoption of IT banking services**

Technology plays a key role in the performance of banks. Pushed by growing consumer demand and the fear of losing market share, banks are investing heavily in PC banking technology. Collaborating with hardware, software, telecommunications and other companies, banks are introducing new ways for consumers to access their account balances, transfer funds, pay bills, and buy goods and services without using cash, mailing a check, or leaving home.

**Ho:** There is no significant difference between Innovation and Development adopted by different private banks to the adoption of IT banking services.

**Ha:** There is a significant difference between Innovation and Development adopted by different private banks to the adoption of IT banking services.

TABLE 20: OBSERVED FREQUENCY- INNOVATION AND DEVELOPMENT

S.No.	Innovation and Development	ICICI	HDFC	AXIS	INDUSIND	ROW TOTAL
F1	Reduce production costs	72.88889	75.78947	72.72727	70.90909	292.3147
F2	Substantial savings	74.38889	69.47368	70.90909	60.90909	275.6808
F3	Improve firm's productivity	75.55556	73.33333	70	65.45455	284.3434
F4	Quality of products or services	75.27778	77.89474	70.90909	65.45455	289.5362
	<b>COLUMN TOTAL</b>	298.1111	296.4912	284.5455	262.7273	1141.875

Source: primary data-Questionnaire

TABLE 21: OBSERVED FREQUENCY AND EXPECTED FREQUENCY - INNOVATION AND DEVELOPMENT

S.No.	Innovation and Development	ICICI		HDFC		AXIS		INDUSIND	
F1	Reduce production costs	72.888 (fo)	76.315 (fe)	75.789 (fo)	75.900 (fe)	72.727 (fo)	72.842 (fe)	70.909 (fo)	67.256 (fe)
F2	Substantial savings	74.388 (fo)	71.972 (fe)	69.473 (fo)	71.581 (fe)	70.909 (fo)	68.697 (fe)	60.909 (fo)	63.429 (fe)
F3	Improve firm's productivity	75.555 (fo)	74.233 (fe)	73.333 (fo)	73.830 (fe)	70 (fo)	70.855 (fe)	65.454 (fo)	65.422 (fe)
F4	Quality of products or services	75.277 (fo)	75.589 (fe)	77.894 (fo)	75.178 (fe)	70.909 (fo)	72.149 (fe)	65.454 (fo)	66.617 (fe)

Source: primary data-Questionnaire

TABLE 22: GRAND TOTAL OF INNOVATION AND DEVELOPMENT

Variables	ICICI (fo-fe) <sup>2</sup> / fe	HDFC (fo-fe) <sup>2</sup> / fe	AXIS (fo-fe) <sup>2</sup> / fe	INDUSIND (fo-fe) <sup>2</sup> / fe	Row Total $\sum$ (fo-fe) <sup>2</sup> / fe
F1	0.1538	0.0001	0.0001	0.1983	0.3524
F2	0.0811	0.0620	0.0712	0.1001	0.3145
F3	0.0235	0.0033	0.0103	1.53E-	0.0372
F4	0.0013	0.0981	0.0213	0.0203	0.1410
C.T.	0.2598	0.1636	0.1030	0.3188	0.8453(G.T.)

C.T.-Column Total, G.T.-Grand Total

Source: primary data-Questionnaire

TABLE 19: CHI SQUARE TEST- INNOVATION AND DEVELOPMENT

Level of Significance (5%)	Number of Rows	Number of Columns	Degrees of Freedom	p-Value	Calculated value	Tabulated value	Result
0.05	4	4	9	0.838	0.8453	16.919	Accepted

Source: primary data-Questionnaire

The table shows that, Chi-square test was used at 5 percent significant level. The result reveals that p-value is greater than Level of significance and the calculated value is less than the tabulated value. So, the null hypothesis is accepted. This reveals that there is no significant difference between Innovation and Development adopted by different private banks to the adoption of IT banking services.

### CONCLUSION

The overall analysis leads to the conclusion that employees' of each bank perceive that there is no significant difference between the parameters like Relative advantage, Complexity, Potential risk, Strategic advantage by decision-making process and Innovation and development adopted by their respective banks (ICICI,HDFC,AXIS,INDUSIND) to improve the adoption of IT banking services among customers. As, all the banks are aggressively offering technology based offerings as a strategic weapon to remain competitive against other. The respondents feel that the timely Internet and computer training programs has improve their knowledge and skills in handling banks problems and help in bring awareness among customers about new product and services, resolving issues such as fears of privacy and security risk. Computerization in banks helps in saving time; increase efficiency and productivity of banks. The results from this study have also shown that there are other factors besides attitudinal ones that can help us to better understand the adoption of IT banking services. The findings of this study also hold important practical implications for banks that are currently offering IT banking services as well as banks that are planning to offer such services.

### SUGGESTIONS

In addressing the problems that bank employee's face with the use of technological advances and to further improve the efficiency of the bank, the bank should:

1. Conduct Information security awareness program for bank employees in maintaining a secure banking institution such as Implementation and enforcement of a strong password policy, regularly updating passwords for banking systems, preferably on a monthly basis.
2. A security policy should be enforced that requires users to either log out or lock down their computer while they are away from their desk.
3. Bank employees should question any unfamiliar person in their area, or at least make sure someone in management is able to identify who is sitting at a desk.
4. The bank employees should be trained especially in dealing with customers. They should handle the queries of customers in a co-operative and supportive manner

In addressing the problems that bank employee's face when dealing with customers, the bank should:

1. Launch campaigns to direct awareness among customers. Issues such as fears of privacy and security risks together with relative advantages of using IT banking services could be highlighted to educate potential customers.
2. The banks should organize customer awareness and counseling programmes on a regular basis. It would be beneficial for both the banker as well as customer as it develops relationship banking.
3. Demonstrations via video presentations could be made at bank branches to showcase the user-friendliness of such services. Such initiatives will help customers to be more familiar with the bank and its IT banking service.
4. Internet banks should look for opportunities to lower the charges and transfer the cost savings to customers. Emphasizing the lower charges for online transactions as one of the key benefits should be a feature of promotional efforts.
5. Regular feedbacks should be taken by the customers about the working of the banks. Such feedback gives an insight of customers' expectation from banks and gives scope for further improvement.

### BIBLIOGRAPHY

#### BOOKS

1. S.K. Mathur (2000), Banking Law practice in India, Shivam Book : House (Pvt.) Ltd., Jaipur

#### CONTRIBUTIONS TO BOOKS

2. Cooper, R. B., and Zmud, R. W. "Information Technology Implementation Research: A Technological Diffusion Approach," Management Science (36:2), February 1990, pp. 123-139

3. Moore, G. C., and Benbasat, I. "Development of an Instrument to Measure the Perceptions of Adopting an Information Technology Innovation," *Information Systems Research* (2:3), 1991, pp. 192-222.

**JOURNAL AND OTHER ARTICLES**

4. Bagozzi, R. P. "Attitudes, Intentions and Behavior: A Test of Some Key Hypotheses," *Journal of Personality and Social Psychology* (41), 1981, pp.607-627.  
 5. Seitz, J., and Stickel, E. "Internet Banking: An Overview," *Journal of Internet Banking and Commerce* (3:1), January 1998 (<http://www.arraydev.com/commerce/JIBC/9801-8.htm>).

**CONFERENCE PAPERS**

6. Chakra arty, K. C. (2010), 'Technology in Banking: An Instrument for Economic Growth', *Economic Times Banking Technology Conclave 2010*.  
 7. Lai, Y. C. *Technological Acceptance of the Internet in Singapore*, Academic Exercise, Faculty of Business Administration, National University of Singapore, 1995  
 8. Reddy, Y. V. (2002), 'Monetary and Financial Sector Reforms in India: A Practitioner's Perspective', *The Indian Economy Conference, Program on Comparative Economic Development (PCED) at Cornell University, USA*.  
 9. Sophastienphong, Kiatchai and Anoma Kulathunga (2010), *Getting Finance in South Asia 2010*, the World Bank. Tower Group. "Establishing an Internet-Based Banking Service," 1996 ([http://www.towergroup.com/pages/notes/v10/v10\\_015R.htm](http://www.towergroup.com/pages/notes/v10/v10_015R.htm); access must be requested from Tower Group).

**REPORTS**

10. Bank of International Settlement (2009), *Statistics on Payment and Settlement Systems in Selected Countries – Figures for 2008*, CPSS, December.  
 11. Burnham, B. "The Internet's Impact on Retail Banking," *Booz-Allen Hamilton Third Quarter, 1996* (<http://www.strategy-business.com/briefs/96301/>)  
 12. Chakra arty, K. C. (2010), 'Banking Technology beyond CBS - Issues and Way Forward', *Executive Roundtable, IDRBT at Kolkata*.  
 13. Reserve Bank of India (2009), *Report on Currency and Finance, 2006-08*.  
 14. Reserve Bank of India (2009), *Report on Trend and Progress of Banking in India 2008-09*.  
 15. Reserve Bank of India, *Basic Statistical Returns of SCBs in India, various issues*.

**APPENDIX**

Name: \_\_\_\_\_ Address: \_\_\_\_\_ Contact \_\_\_\_\_  
 Number: \_\_\_\_\_ Email ID: \_\_\_\_\_

Q1. Please tick the option that matches your opinion:

- i. Sex: Male Female
- ii. Age: A.18 - 25 yrs B. 25 - 36 yrs C. 36 - 50 yrs D. 50 yrs +
- iii. Job Title: A: Executives B. Manager C. Officer
- iv. Year of experience: A. < 5yr B.5 – 10 yrs C. 10 – 15 yrs D. >15 yrs
- v. Educational Qualification: A. Under Diploma B. Diploma C. Bachelor degree D. PG diploma E. P.G. F. Professional degree (M.B.A., C.A. etc.)
- vi. Major on your final degree \_\_\_\_\_  
 Bank: A. ICICI Bank B. HDFC Bank C. Axis Bank D. IndusInd Bank

- vii. Place of work: \_\_\_\_\_
- viii. Time duration of job training programs: A. 0-10 hour B. 11-20 hour C. 21-40 hour D. 41 hour and more
- ix. Computer and internet training programs (hours) participated (on your own choice): A. 0-10 hour B. 11-20 hour C. 21-40 hour D. 41 hour and more
- x. Estimated hours you work by computer, daily: 0-2 hrs B. 2-5 hrs C. 5-9 hrs D. 9 hrs & more

Q2. How many percent of your customers do you feel are aware of all the facilities available through your banking services. Please put a tick mark against any one of the responses.

1	ATM banking	0-20	21-40	41-60	61-80	81-100
2	Branch banking	0-20	21-40	41-60	61-80	81-100
3	Internet Banking	0-20	21-40	41-60	61-80	81-100
4	Mobile/Tele Banking	0-20	21-40	41-60	61-80	81-100

Q3. Please put a tick mark against any one of the responses/rating on (1 to 5) scale for Implementation of e-banking.

**A. Relative Advantage**

1	In my opinion, providing safety and convenience for banks customer is	Extremely Important 5	4	3	2	Extremely Unimportant 1
2	I think that removing time and location constraint for bank customer is	Extremely Important 5	4	3	2	Extremely Unimportant 1
3	To reduce costs of bank's daily performance is	Extremely Important 5	4	3	2	Extremely Unimportant 1
4	To save time of bank customers is	Extremely Important 5	4	3	2	Extremely Unimportant 1
5	To save time on daily responsibilities by e-banking is	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
6	To have higher opportunities in the bank for the employees is	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
7	To provide more sophisticated services with more profit for the banks is	Extremely Desirable 5	4	3	2	Extremely Undesirable 1

**B. Complexity**

1	To constantly monitor the integrity of their security systems is	Quite necessary 5	4	3	2	Quite Unnecessary 1
2	In my opinion, adequate and appropriate investments on hardware, software and banking application is	Completely Unimportant 5	4	3	2	Completely Unimportant 1
3	I think that making trust among bank employees on security of networks, hardware and bank application is	Quite necessary 5	4	3	2	Quite Unnecessary 1
4	I think that training programs and promotional plans to provide e-banking culture in the bank is	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
5	I think making trust among bank customers on their privacy is	Extremely Important 5	4	3	2	Extremely Unimportant 1

**C. Potential Risk**

1	Bank's employees possess enough knowledge of the e-banking technology to deal with potential risks	Quite necessary 5	4	3	2	Quite Unnecessary 1
2	Access to certain data should be minimized to keep data's integrity	Completely Unimportant 5	4	3	2	Completely Unimportant 1
3	To understand the importance of information security	Quite necessary 5	4	3	2	Quite Unnecessary 1
4	Bank's employee's need expertise and training	Extremely Desirable 5	4	3	2	Extremely Undesirable 1

**D. Strategic Advantage by decision making process**

1	An external information network to identify requirements in Information Technology	Extremely Important 5	4	3	2	Extremely Unimportant 1
2	Use of specific selection criteria for the acquisition of new information systems	Extremely Important 5	4	3	2	Extremely Unimportant 1
3	Using financial tools in planning the acquisition of new information systems	Extremely Important 5	4	3	2	Extremely Unimportant 1
4	Knowing the Information Technology used by your competition	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
5	Knowing the impact that IT will have on the different functions of your bank	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
6	Disseminating Information on web page	Extremely Important 5	4	3	2	Extremely Unimportant 1
7	Ensuring that choice of Information Technology follows the evolution of your environment	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
8	Evaluating potential problems related with the implementation of a new system	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
9	Knowing the results of a financial feasibility study before the acquisition of	Extremely Desirable 5	4	3	2	Extremely Undesirable 1
10	Identification of possible sources of resistance to change before implementation	Extremely Desirable 5	4	3	2	Extremely Undesirable 1

**E. Innovation and Development**

1	Reduce your production costs	Extremely Important 5	4	3	2	Extremely Unimportant 1
2	Make substantial savings	Extremely Important 5	4	3	2	Extremely Unimportant 1
3	Improve firm's productivity	Extremely Important 5	4	3	2	Extremely Unimportant 1
4	Improve the quality of products or services	Extremely Important 5	4	3	2	Extremely Unimportant 1

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce, IT and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**