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LEADERSHIP ROLES IN INTERNET BANKING ADOPTION

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Abstract
In this study, questions were asked about what leadership roles has been significant in the implementation of Internet banking in Ghana. Also questions are asked about what competencies, skill sets and implementation experiences are expected from leaders to meet customer's need for Internet banking. A convenience sampling technique was used to sample customers and staff from the Agricultural Development Bank, Ghana who knew about Internet banking. Data was gathered primarily from respondents using a paper-based questionnaire. Majority of the respondents remarked that using the banks Internet is financially secure and also the bank's Internet banking is safe. These responses as compared to the responses to questions raised about the protection of the customers' private information were at variance. Whereas in one way the respondents' demonstrated some level of insecurity about their private information they were on the other hand confident in the financial security and safety of the banks internet service. To address insecurity in the protection of customers' private information, and to entrust confidence in the customers, it is observed the knowledge gap between customers and the Internet banking leadership team should be resolved. This meant appointing Internet leaders with implementation experience and those who provide responsibility for self-sufficiency. The Internet leaders should also provide project responsibility and must be able to provide technical supervision too.

Keywords: Internet banking, leadership, security, Internet connectivity, interface compatibility

INTRODUCTION

According to Yibin, (2003), internet banking is the provision of retail and small value banking products and services through electronic channels as well as large value electronic payments and other wholesale banking services delivered electronically. Pikkarainen *et al*. (2004) noted that Internet or online banking is an Internet portal, through which customers can use different kinds of banking services ranging from bill payment to making investments.

Buy this definition; these authors argued that banks whose websites offer only information and do not also serve, as a transactional medium cannot be classified as offering Internet banking services. Internet banking thus involves transactions relating to online usage. It is one of the innovations in the banking industry necessitated by competition within the banking industry with the view of bringing convenient banking to the doorstep of customers (Atuahene, 2013).

Leadership plays a vital role in the success of the adoption of Internet banking service to the customers. The adoption of various leadership styles in any organization is merely the adoption of strategies to achieve organizational goals. Leadership is the ability to affect human behavior to accomplish a mission or the act of influencing people to set and achieve goals (McGraw, 2009).Adopting Internet banking has become rather a necessity than a choice for banks.

The rising importance of the financial sector in modern economies, as well as the rapid improvement in service delivery, has generated significance awareness in Internet banking. In effect, internet banking services has lowered costs per transaction and realized processing efficiencies by shortening the time taken for completing a transaction and reducing the possibility of human errors (Atuahene, 2013).

In Ghana, the entrance to the banking sector of several new banks from other countries including Nigeria has generated a competition that has been unprecedented in the history of banking in Ghana. The sector has embraced a number of fundamental changes in service delivery all in attempt to beat the competition as customers have become more sophisticated and very demanding. The power of effective leadership to deliver competitive advantage has become strategic. With the introduction of the Internet banking service, it has become one of the innovations within the banking industry aimed at providing banking services to clients, although its usage can be said to be limited in function (Atuahene, 2013).

In this study, questions were asked about what has encouraged financial institutions in Ghana to adopt Internet banking to drive business and whether they are they deriving the maximum benefits from it? What leadership roles have been significant in the implementation of Internet banking in Ghana? Also questions are asked about what competencies, skill sets and

implementation experiences are expected from leaders to meet customers' need for Internet banking?

Having a good understanding of how some of these issues play out in the banking sector will enable the development of strategies to coach online banking leaders to advance their skills in the various competency areas required for their work. It could also enable management of banking institutions develop goals to help determine leader's progress in each competency as well as help recommend and commit resources for education in each of the competency areas identified to be relevant for customers' Internet banking needs. This study assessed the role of leadership in Internet banking adoption, using the Agricultural Development Bank in Ghana as a case.

LITERATURE REVIEW

The Internet Phenomenon

According to Abor (2004), the computer and communications world has completely been revolutionized by the internet. The internet has been described as a combination of a world-wide broadcasting capability, a mechanism for information dissemination, a medium for collaboration, and an interaction between individuals and their computers without regard for geographic location (Leiner *et al.,* 1997). Leiner et al., further notes that the evolution of the Internet revolve around four distinct aspects: the technological evolution; the ARPANET, and related technologies; operations and management aspect of a global and complex operational infrastructure; the social aspect; and the commercialization aspect. Of relevance to this research is the last stage, which marked the commercialization of the Internet.

According to Howe, (2010), this occurred in the early 90's, when independent commercial networks began to grow hitherto government military controlled network dominated by academia and research, and it became possible to route traffic across the country from one commercial site to another without passing through the US government-funded NSFNet Internet backbone. Allowing and addressing the commercialization of Internet traffic was perhaps the most significant policy turning points of the past two decades (Schwartz, 2010).

Internet Banking

According to (Vatanasombut et al., 2008) the proliferation of Internet technologies, in contemporary times, has chartered new channels for marketing in the business environment. Lichtenstein and Williamson, (2006), observe that as a result of the upsurge in Internet technologies, there has been the shift from traditional branch banking towards electronic banking (i.e. online or internet banking). According to Sciglimpaglia and Ely, (2002) in some of the cases there has been the adoption of the "Internet-only" business model in the banking

industry which have resulted in the elimination of physical branch offices and reduction in overhead expenses and loan interest rates.

Sciglimpaglia and Ely further observes that all across the world, a concrete attestation to this change is the growing number of financial institutions that have introduced and expanded their offerings of electronic banking products, and yet others which have bolstered their distribution networks with transactional websites, thus allowing customers to open accounts, apply for loans, check balances, transfer funds, and make and receive payment over the Internet. According to Hinson et al, (2009), Africa is no exception, particularly in Ghana where internet banking has increasingly been embraced by a growing number of banks as a response to the fast-paced process of globalization and an avenue to address the growing sophistication of customers.

These developments notwithstanding, legitimate concerns pertain as to whether the rate of internet development on the part of the banks commensurate with the rate of consumers' adoption, because not only has current customer usage of internet banking been moderate, but also its impact has been slight (Sciglimpaglia and Ely, 2002). Since the success of Internet is not only the banks determine banking, but also by the customers' acceptance of it (Hosein, 2010), it is paramount that factors that influence consumers' adoption are understood.

There is a distinction between Internet banking and Electronic banking (e-banking) (Cheng *et al*., 2006). The authors describe e-banking as a higher level activity that encompasses not only Internet banking, but also telephone banking, ATM, WAP-banking and other electronic payment systems that are not operated through the Internet. Chang, (2003), note that Internet banking has helped banks and other financial institutions to improve the effectiveness of distribution channels by reducing the cost of transaction and increasing the speed of service Tan & Teo, (2000) also note that customers are able to perform a wide range of banking transactions such as payment of bills, printing of statements, inquiring about account balances, and transfer of funds; electronically through the bank's website.

According to Yibin (2003), Internet banking activities can be categorized into three (3) levels: basic information e-banking, simple transactional e-banking, and advanced transactional e-banking. Usually, Internet banking refers to types 2 and 3. The classifications are stated below:

1. Basic information e-banking-web sites that just disseminate information on banking products and services offered to bank customers and the general public.
2. Simple transactional e-banking-web sites that allow bank customers to submit applications for different services, make queries on their account balances, and submit instructions to the bank, but do not permit any account transfers.

3. Advanced transactional e-banking-web sites that allow bank customers to electronically transfer funds to/from their accounts, pay bills, and conduct other bank transactions online.

Consumer Adoption of Internet Banking

The success of Internet banking is determined not only by banks or government support, but also by customers' acceptance of it. Studies have shown that consumer behavior in the adoption of Internet banking may parallel aspects of online consumer behavior in general (Lichtenstein and Williamson, 2006). Other researchers aside Lichtenstein & Williamson have also observed that factors found to influence consumer adoption of internet banking include: convenience; demographics; the relevance of internet banking as an innovation; adaptability, technical self-efficacy and knowledge of the internet banking application; in addition to security, privacy, trust and risk concerns which may impact consumer internet banking choices (Howcroft *et al.*, 2002; Lichtenstein and Williamson, 2006; Padachi *et al.*, 2008). According to Pikkarainen et al, (2004), factors that promote internet banking adoption include; information on internet banking, perceived ease of use, perceived usefulness, security and privacy, quality of internet connection and self-efficacy, knowledge and support.

Role of Leadership in Internet Banking

Leadership plays a key role in the success of Internet banking services. The Online banking leader provides support for a wide range of online banking services and products including debit and credit cards, ATMS, management of cash and payment solutions, in accordance with organizational policies and procedures and to ensure excellence in services delivered. The leader's role very much includes planning. This involves the decisions on key players' responsibilities, coordination among departments, decisions on technical issues, security issues, management of logistics, and so forth, which are pertinent to implementation of new systems.

Leadership also offers training especially to those working in customer services. This training includes the implementation of hardware, software components, software use, security issues, and maintenance and traffic management. Training manuals and presentations, which clarify how to put the new system into operation. Additionally, the training sessions involves new products features, marketing issues, security issues and also on ways to technically manage the new systems.

Woldie *et al.* (2008) discovered that the main services being provided by banks in Ghana through the Internet were largely "information-push" services through which the customer received reports on the bank, its products and services offered. As opposed to "information-

download" where forms and bank reports could be downloaded. The authors noted that 30% of the banks they studied offered to some extent Internet banking services, which were mainly limited to transactional services where customers could manage their accounts online. Certain transactional services like the payment of bills and the stopping of cheques were yet to be fully functional for majority of the banks despite the fact that these services had been advertised by the banks on the websites (Woldie *et al.*, 2008).

However in a study conducted on a cross section of Ghanaian bank customers by Crabbe *et al.* (2009), evidence gathered suggested that only 2% of the total respondents investigated utilized internet banking services. They mainly used the service for checking their account balances and requesting for bank statements and cashbooks, as well as paying for their bills (Crabbe *et al.*, 2009).

METHODOLOGY

Population and Sample

The study population comprised managers of the Agricultural Development Bank and Customers of the bank. One hundred customers were sampled from the population of ADB customers and also twenty top managers were selected.

Sampling Technique

The convenience sampling technique was used to sample customers who are involved with Internet banking. Data was gathered primarily from respondents using a paper-based questionnaire. The questionnaires had both closed and open ended questions. The closed ended questions employed the use of the five-point Likert Scale.

The paper-based questionnaire was administered to customers of ADB through face-to-face contact with them. Before administering the questionnaire, the consent of respondents was reached for full participation. The research objectives and process was explained to each respondent involved in the research. Respondents selected for the survey was assured of the confidentiality.

Analytical Tool

The statistical package for the social sciences (SPSS) was used to analyze the data. Descriptive statistics such as percentages and frequencies; measures of central tendency such as means and measures of variability such as standard deviations were used to determine effects, followed by the inferential statistics.

ANALYSIS & RESULTS

Demographic Characteristics

The demographic profiles of the sampled respondents from Table I below indicate that 63% of the respondents were males while 37% were females. There was no bias in the proportion of gender selection as respondents were contacted on their basis of knowing about Internet banking, availability and willingness.

However, it could be inferred from the results that the number of males who patronized Internet banking services are practically more than females. In terms of age, majority of the sampled respondents (47%) were between the ages of 21 years and 30 years denoting a relatively youthful dominance of Internet banking service users.

Those within the ages of 31 years and 40 years were 23% percent whilst 14% of the sampled respondents were 40 years and above. And there were 16% of the respondents who were aged 20 years and below. The reasons for this outcome could be attributed to the fact that Internet users have been found to be mainly youth and young adults less than 21, and between the ages of 21-30 (Tan and Teo, 2000; Karjaluoto *et al*., 2002). It can also be attributed to the fact that internet banking services provide the possibility of improved levels of service, the opportunity to bank whenever they choose 24 hours around the clock, enhanced convenience, in addition to lower fees, which are best suited to the lifestyle of the above mentioned age group (Howcroft *et al*., 2002). However respondents from all the sampled age groups expressed some degree of interest in adopting the Internet banking service.

Regarding the professions of the sampled respondents, majority of them (53%) were salaried workers. A chunk of them were also self-employed representing 27% whilst 16% of the sampled respondents were students. The remaining 4% percent of the respondents were, however, unemployed.

Additionally, a look at the average monthly income of the respondents revealed that majority of them (cumulatively 92%) earned below GHC 1500. Out of this, 26% of the sampled respondents earned GHC 500 and below as average monthly income, 45% earned between GHC 501 and GHC 1000 whilst 21% earned between GHC 1001 and GHC 1500. Only 8% of the sampled respondents earned more than GHC 1500.

From the sampled respondents, the results revealed 58% of them accessing the Internet through Wi-Fi and broadband connections, followed by mobile phones and Internet cafes, with 27% and 10% respectively. About 5% of the respondents were accessing Internet connections through other means.

Table 1. Demographic Profile of respondents

Profile of respondents	Measurements	Frequency	Percent
Gender	Male	76	63.3
	Female	44	36.7
	Total	**120**	**100**
Age (in years)	20 and below	19	16.1
	21 – 35	57	47.2
	36 – 49	27	22.8
	50 and above	17	13.8
	Total	**120**	**100**
Occupation	Student	19	16.1
	Salaried Worker	64	53.3
	Self-employed	32	26.7
	Unemployed	5	3.9
	Total	**120**	**100**
Average income per month	GHC 500 and below	31	25.6
	GHC 501 – GHC 1000	54	45.0
	GHC 1001 – GHC 1500	25	21.1
	More than GHC 1500	10	8.3
	Total	**120**	**100**
Mode of internet access	Wi-Fi (Wireless broadband/ modem)	69	57.9
	Mobile Phone	33	27.3
	Internet Café	12	9.7
	Other	6	5.1
	Total	**120**	**100**

Descriptive Statistics

The table below displays the means and standard deviations of the various variables used and these indicate the extent to which the respondents disagreed or agreed with the statements in the questionnaire. The mean results of the variables indicate how each statement performed from the one hundred and twenty (120) respondents' points of view.

From the table the highest means were 4.20 (Using internet banking enables me to utilize several banking services faster), 4.17 (My bank's internet banking is safe) and 4.16 (I have received enough information about the benefits of using internet banking from my bank) whilst the lowest was 2.17 (I find it easy to do what I want to do with my bank using internet banking).

Table 2. Perceptions about the Internet banking leader's roles that promotes Internet banking adoption

Internet banking leader's role to stimulate adoption of internet banking by customers	Agree (%)	Disagree (%)	Not sure (%)
Leader Integrates major interfaces to other financial applications and associated critical functions	72	25	3
Administers internet banking systems to meet customers' expectations and organizational standards	87	11	2
Monitors internet banking operations to ensure that customers' rights and organizational policies are upheld	85	10	5
Assesses customers' needs to understand their critical needs, values and concerns	95	4	1
Recommends strategies to integrate online banking systems into the banks strategic plans	67	13	20
Responds rapidly to customers' inquiries regarding e-banking products	94	3	3
Troubleshoots problems with the bank's electronic banking products and services	92	5	2
Conducts system quality assurance checks to assure safety and accuracy in online banking services	89	7	4

From Table 2, we understand by majority endorsement by respondents that leadership roles important for Internet banking adoption include leaders assessing customers' needs to understand their critical needs, grievances, values and concerns. Leaders should be responding rapidly to customers' inquiries regarding e-banking products and troubleshooting problems with the bank's electronic banking products and services. Other leadership roles include conducting quality assurance checks on the e-banking system to assure safety and accuracy in the provision of online banking services. Leaders should be there to administer Internet banking systems to meet customers' expectations and organizational standards and be monitoring Internet banking operations to ensure that customers' rights and organizational policies are upheld. Leadership should also integrate major interfaces to other financial applications and associated critical functions. And finally leadership should recommend strategies to integrate online banking systems into the banks strategic plans.

Information needs for Internet banking.

In Table 3, under the information needs for internet banking subject, a significant proportion of respondents confirm that they have received enough information about internet banking as well as enough information about the benefits of using internet banking from the bank. In this regard

one can conveniently say that leadership has played its role in getting the word out on Internet banking.

Identification of uses of the banks website

However under this section in Table 3, However, respondents complain that, they do not find it easy to do what they would want to do in internet banking, and the features of the bank's website are not clear or understandable. This suggests implication for issues with access and usability of the websites. Respondents nonetheless assures us that they are able and willing to learn to navigate their way through the website. They emphasize learning is easy for them to do and they can easily become skillful at using Internet banking. Moreover, the website is flexible and interactive enough. The only problem respondents did not find the features of the bank's website to be clearly understandable. These concerns were raised by majority of respondents. These calls for leadership focus to ensure the success of the Internet banking service.

Table 3. Internet banking customers' feedback on services received from the Internet banking team leadership

Variables	Mean	Std. Dev.	t	df	Sig. (2-tailed)
Information needs for internet banking					
I have received enough information about internet banking from my bank	4.10	1.157	46.134	119	.000
I have received enough information about the benefits of using internet banking from my bank	4.16	1.319	44.826	119	.000
Ease with which to access the banks website					
I find it easy to do what I want to do with my bank using internet banking	2.17	1.114	36.421	119	.000
I find the features of my bank's website to be clear and understandable	2.38	1.171	37.992	119	.000
Learning to use internet banking is easy for me	3.57	1.189	56.229	119	.000
I can easily become skillful at using internet banking	3.38	1.251	50.503	119	.000
I find my bank's website to be flexible to interact with using internet banking	3.72	.899	87.412	119	.000
I find internet banking on my bank's website easy to use	2.85	.893	85.957	119	.000
Usability of the banks website					
Using internet banking enhances my general use of banking services	3.03	1.120	50.593	119	.000
Using internet banking makes it easier for me to utilize banking services	3.51	1.096	59.973	119	.000
Using internet banking enables me to utilize several banking services faster	4.20	1.011	68.853	119	.000
Using internet banking for my banking services increases my productivity	3.65	1.321	51.693	119	.000
Internet banking is useful to me in utilizing banking services	2.67	1.215	41.191	119	.000

Security and privacy guaranteed by internet banking					
I trust in the technology of internet banking services	3.79	1.067	66.539	119	.000
I trust in the ability of internet banking to protect my private information	2.63	1.218	40.376	119	.000
I have had problems with the security of internet banking	3.40	1.218	52.211	119	.000
The security of the internet cannot be fully guaranteed	3.10	1.401	41.381	119	.000
Using internet banking is financially secure	4.06	.864	87.958	119	.000
My bank's internet banking is safe	4.17	.869	89.777	119	.000
Quality of internet connectivity					
I have easy access to the internet	2.76	1.287	40.128	119	.000
The Internet enables me to handle my online financial transactions accurately	2.90	.785	51.998	119	.000
Using the Internet for handling online financial transactions is efficient	3.23	.790	58.853	119	.000
Internet interface compatibility					
The Internet enables customers to access the bank's website 24/7	3.33	.653	61.234	119	.000
The Internet guarantees that all transactions to the bank have been completed	3.18	.649	57.650	119	.000

Usefulness of the banks website

The study revealed that a large majority of the respondents were able to utilize several banking services faster using the Internet banking service. Majority of the respondents understand that using the Internet should enable them utilize several banking services faster. Majority of respondents consider that using the Internet banking helped them increase their productivity. This is encouraging as it will motivate them to increase their usage service to perform transactions. Concerns of those not finding Internet banking service useful in utilizing banking services can be attributed to the very limited functions of the service in performing transactions. The majority of respondents were in favor that using Internet banking enhanced their general use of banking services.

Security and privacy associated with Internet banking

The respondents revealed a high level of insecurity in the protection of their private information including their account details. These are an area leadership should have a look at and adequately protect vital financial information about their customers so as to give them some level of comfort and confidence in the usage of the Internet banking service.

Contrarily, a larger majority of the respondents remarked that using the banks internet is financially secure and also the bank's internet banking is safe. These responses as compared to the responses to questions raised about the protection of the customers' private information were at variance. Whereas in one way the respondents' demonstrated some level of insecurity about their private information they were on the other hand confident in the financial security

and safety of the banks internet service. Leadership should investigate this demonstration of insecurity of the protection of private information so as to entrust confidence in the customers. There could be a knowledge gap or lack of information to customers which maybe the result of these fears.

However, majority of respondents stated that they have had problems with the security of Internet banking and that the security of the Internet cannot be fully guaranteed. Leadership would be expected to minimize this level of risk. This will ensure that the customers absolutely have confidence in the Internet banking service to guarantee its continuous usage.

Quality of Internet Connectivity

Majority of respondents indicate problem with Internet connectivity. Respondents did not have easy access to the Internet for their Internet banking services. This could be beyond the domain of management or leadership since each customer is to individually ensure his or herInternet connectivity. This comes with its associated cost to the customers since they have to pay for the Internet connectivity. This in many instances results in the non-utilization of the service.This in effect may limit the usage of this service and therefore may not serve the intended purpose. However, some respondents disclosed that, the Internet enabled them to handle their online financial transactions accurately and others confirmed that using the Internet for handling online financial transactions is very efficient. This is very revealing as it will encourage its usage.

Various Interfaces Associated with Technology

Some respondents disclosed that they were able to access bank's website all day. However, this assertion cannot wholly be accurate since this is dependent on whether there are no down times of the systems at the bank. Nonetheless, a good mean revealed that the Internet guaranteed that all transactions to the bank are completed.

DISCUSSION

As more and more banking and financial institutions implement Internet banking services, it becomes of key importance for these institutions to identify factors that influence customer attitudes to adoption and use these services. Leadership plays a key role in this regard in ensuring the successful implementation of Internet banking adoption. In this study it has been shown that, the Internet banking leader is a member of the leadership team and within the bank is considered a technical professional, who should accomplish difficult and technical tasks. As shown in the results, he must do a lot to ensure that customers' adoption of Internet banking stays on course. No doubt the Institution will rely on the implementation experience of the

Internet banking leader. From the results, it is observed that the Internet banking leader is generally responsible for self-sufficiency. He must also provide small project responsibility and must be able to provide some technical supervision too.

Findings from the research point out that, respondents' and for that matter consumers' need to be educated on the modes of operation of the Internet banking system. And within the Internet banking terrain, consumers' should find features of the bank's website attractive, interactive and easy to understand. Additionally, results have indicated that the Internet banking system should be flexible enough to require minimal skill set and previous knowledge or computer skills to navigate through. All these findings are in agreement with previous findings by researchers in the field including (Pikkarainen et al., 2004; Jahangir and Begum, 2008).

Researchers such as Howcroft et al., 2002; Laukkenan et al., 2008; Woldie et al, 2008), made revelations about the significance of security and privacy issues relating to internet banking adoption and argued that issues to do with security and privacy in internet banking cannot be ignored when considering consumers' interests. Findings from this study have confirmed the position of these previous scholars.

When customers can have confidence and trust the Internet banking system to protect their wealth and security, it is a big deal. In the findings of this study security together with the ability of the system to protect customers' private information are major factors considered by most respondents as important to them when they subscribed to Internet banking services. The security of the Internet banking system need to be fully guaranteed to ensure that customers' finances would be secured without being harmed in anyway by criminals. This calls for additional leadership responsibility to make it possible for customers to enjoy these secured Internet banking services.

With regards to the quality of Internet connection, it is important that a good Internet banking system should have fast and reliable Internet connectivity. With the current business climate in Ghana and the growing competition among banks in Ghana, developing an all round and efficient banking services for current and future potential customers could be a profitable investment in the long run. The findings from the current study represent a true strategic challenge for leaders in the financial institutions in Ghana especially the Agricultural Development Bank, which was used as a case for the current study.

Findings from this study should send the signals that the time is right for excellent leadership roles to be created if not rather to be enforced to enhance decisions regarding how to direct the available resources in order to attain best outcomes in the future that is rapidly unfolding. Understanding the roles leadership play in the key adoption issues for Internet banking from the viewpoints of consumers and clients thus becomes extremely important.

CONCLUSIONS

This study examined leadership roles in Internet banking adoption. More specifically, the study looks at the role of leadership in Internet banking adoption among bank customers using ADB as a case in point. Thus the study sought to find answers to the questions asked about what leadership roles has been significant in the implementation of Internet banking in Ghana. Also questions are asked about what competencies, skill sets and implementation experiences are expected from leaders to meet customers' need for Internet banking?

An important premise that makes this study not only timely but also very relevant is the nature of competition that is exhibited among key players within the banking industry. This competition has forced some players to adopt several technological platforms as means of not only satisfying existing customers but also reaching prospective customers and advancing with the quest to become the best in their category. There is the need for leadership to be focused to enable the success of such a project.

From the study, it is found that, respondents endorse leadership roles that are important for internet banking adoption include leaders assessing customers' needs to understand their critical concerns about security and privacy needs. Leaders should be responding rapidly to customers' inquiries regarding e-banking products and troubleshooting problems with the bank's electronic banking products and services. Other leadership roles that emerged to be important include conducting quality assurance checks on the e-banking system to assure safety and accuracy in the provision of online banking services.

Leaders should be there to administer Internet banking systems to meet customers' expectations and organizational standards and be monitoring Internet banking operations to ensure that, customers' rights and organizational policies are upheld. It was confirmed that Internet banking leadership should also integrate major interfaces to other financial applications and associated critical functions. And finally leadership should recommend strategies to integrate online banking systems into the banks strategic plans.

With this findings, the banking Institution will no doubt have to rely on the implementation experience and innovation of the Internet banking leader. Findings of the study have provided hints about the need for dynamic Internet banking leaders who will be generally responsible for self-sufficiency. They must also provide project responsibility and must be able to provide some technical supervision to continue to attract more new customers and retain them for successful and profitable Internet banking venture.

LIMITATIONS AND PRACTICAL CHALLENGES

The current research has some limitations in scope, time, sampling size and method. There are quite a large number of internet banking customers in Agricultural Development Bank and this made it impossible to consider the entire population and thus limited the scope to only a few bank branches with a limited sample size of 120 customers. Also for a study of this nature, much time is required to carry out. But in the case of the current study, the researcher had only a few months to conduct this work. Furthermore it was difficult getting a lot of respondents for the study due to their busy schedules.

Finally a possible limitation of this study concerns that information about Internet banking and its use in Ghana is still in its infancy stage. Therefore, information and literature available on the subject came mainly from other countries such as US, UK, Europe and Asian countries and such literature may not accurately describe the situation in Ghana with regards to cultural infrastructure differences. Despite these inadequacies, the generalizability of the results to the customers of Agricultural Development Bank is deemed to be representative with a high confidence.

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