

PERAKUAN KERJA KERTAS PROJEK

(Certification of Project Paper)

Saya, mengaku bertandatangan, memperakukan bahawa (I, the undersigned, certified that) **NORLIZA MOHAMAD GHAZALI (804607)**

Calon untuk liazah Sarjana (Candidate for the degree of) MASTER OF SCIENCE MANAGEMENT

telah mengemukakan kertas projek yang bertajuk (has presented his/her project paper of the following title)

A SURVEY OF CRITICAL SUCCESS FACTORS IN MALAYSIA E-BANKING: AN ORGANIZATIONAL PERSPECTIVE FROM THE VIEW OF UUM POSTGRADUATE STUDENTS

Seperti yang tercatat di muka surat tajuk dan kulit kertas projek (as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia (Name of Supervisor) ABDUL MANAF BOHARI

Tandatangan

(Signature)

16 MAY 2011

Tarikh (Date)

A SURVEY OF CRITICAL SUCCESS FACTORS IN THE MALAYSIA E-BANKING: A PERSPECTIVE OF UUM POSTGRADUATE STUDENTS

A Thesis submitted to the UUM College of Business
In partial fulfillment of the requirement for the degree
Master of Science Management
Universiti Utara Malaysia

By NORLIZA MOHAMAD GHAZALI (804607)

PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a postgraduate degree Master of Science Management from University Utara Malaysia, I agree that the university's library may it freely available for inspection. I further agree that permission for copying this thesis in any manner, in a whole or in a part, for scholarly purpose may be granted by my supervisor or in their absence, by the Dean of Postgraduate, UUM College of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to University Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part shall be addressed to:

Dean of Postgraduate UUM College of Business University Utara Malaysia 06010 Sintok Kedah Darul Aman

DISCLAIMER

I am responsible of the accuracy of the opinion, technical comment, factual report, data, figures, illustrations and photographs in the article. I bear full responsibility for the checking whether material submitted is subject to copyright or ownership right. UUM does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership right claims.

I certify that the substance of this thesis has not already been submitted for any degree and is not currently being submitted for and other degree or qualification. I certify that any help received in preparing this thesis and all sources used have been acknowledged through this thesis.

Student's Signature:

(NAME: NORLIZA MOHAMAD GHAZALI)

Metric: 804607 Date: 08062011

ABSTRACT

The topic of this paper is: A survey of critical success factors in Malaysia e-Banking: An organizational perspective from the view of UUM postgraduate students. The main purpose of this study is to obtain the critical success factors from the organizational perspective in e-banking sectors in Malaysia from the perspective of UUM Postgraduate students in UUMKL Campus. This study was conducted among 150 postgraduates of UUMKL by using questionnaires. The findings show that in Malaysia, technical capability of the e-banking systems is the critical success factors. Secure website and other related systems and IS integration are the technical capability of the e-banking success in Malaysia as compared to strategic factors. The results indicated that availability of resources and flexible organizational are the least important consideration to be the critical success factors in Malaysia.

ACKNOWLEDGEMENTS

An outstanding cooperation of dedicated professional at Faculty of Business Management and Graduate School made the creation of the thesis a pleasure. My supervisor, En. Abdul Manaf bin Bohari, enthusiastically support and backed the project and play a large role in completing the thesis. Thank you very much for the invaluable guidance, encouragements, suggestions, comments, and assistances through-out the period of this thesis. Your kind advice will encourage me to do further research in future.

I thank the faculty staff for valuable information, supply many insightful reaction, and suggestions for final works improvements especially for Prof. Dr. Noor Azizi Ismail, Dean of Othman Yeop Abdullah Graduate School of Business, UUM. I am particularly grateful to my colleagues, friends, and course-mates who in anyway help me through this research paper.

Finally, I am indebted to my husband and my children, Adnan Misngun, Mohamad Aiman Adnan and Noramirah Shahirah Adnan. Thanks a lot for giving me more chance and more time to complete this final report. Special thanks for their support, commitment, and understanding in helping me pull through this course. I appreciate the contribution from all of my family. All of you are wonderful helpmate. Thank you for everything.

NORLIZA MOHAMAD GHAZALI

08 Jun 2011

TABLE OF CONTENTS

			PAGE	
	PERM	MISSION TO USE	ii	
	DISC	CLAIMER	iii	
	ABS	ABSTRACT		
	ACK	NOWLEDGEMENT	v	
	TAB	vi		
ing.				
	СНА	APTER ONE: INTRODUCTION	1-8	
Dow.	1.0	Introduction	1	
	1.1	Objective of the Study	4	
	1.2	Motivation of the Study	4	
	1.3	Contribution of the Study	7	
	1.4	Organization of the Chapter	7	
ius	1.5	Conclusion	8	
	СНА	APTER TWO: LITERATURE REVIEW	9-43	
	2.0	Introduction	9	
	2.1	Related Works	11	
-	2.2	Critical Success Factors in E-Banking	28	
	2.3	Strategic Factors	34	
	2.4	Operational Factors	38	
	2.5	Technical Factors	40	
	2.6	Conclusion	43	

СНА	PTER THREE: RESEARCH METHODOLOGY	44 - 48
3.1	Introduction	44
3.2	Research Framework and Conceptual Framework	44
3.3	Conceptual Framework of Study	45
3.4	Hypothesis Development	46
3.5	Research Methods	47
3.6	Sample Selection and Respondents Backgrounds	48
3.7	Conclusion	48
СНА	PTER FOUR: RESULTS AND ANALYSES	49 - 55
4.1	Introduction	49
4.2	Response Rate	49
4.3	Demographic Analysis	50
4.4	Analysis and Findings	53
4.5	Conclusion	55
СНА	APTER FIVE: DISCUSSION AND FUTURE RESEARCH	56 - 5
5.0	Introduction	56
5.1	Research Findings	56
5.2	Limitation of the Research	57
5.3	Future Research	57
REF.	ERENCES	58-63
A DD	ENDICES	

CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

Rapid technologies advances have introduced significant changes in the global economic and business environment. Malaysia is no exception to this trend. In this regard, all industries in Malaysia are in way or another being affected by the advancement of the technological innovation. In the banking industry for instance, bank branches alone are no longer sufficient to provide banking services to cater the needs of today's sophisticated and demanding customers (Boon and Yu, 2003). The provision of banking services through electronic banking (e-banking) namely PC Banking and phone banking have provided an alternative means to acquire banking services more conveniently. The influence of information technology has created a highly competitive environment to compete domestically and internationally, and with this, organizations in the sector faced mounting pressure for quick changes (Cronin, 1998).

Technological developments particularly in the area of Telecommunications and Information Technology are revolutionizing the way business is done. Electronic commerce is now thought to hold the promise of a new commercial revolution by

The contents of the thesis is for internal user only

BIBLIOGRAPHIES

- Balachandher, K.G., Santha, V., Norhazlin, I., & Rajendra, P. (2003). Electronic Banking in Malaysia: A Note on Evolution of Services and Consumer Reactions. *Journal of Internet Banking and Commerce (JIBC*), Vol.
- Boynton, A.C. and Zmud, R.W. (1984), "An assessment of critical success factors", *Sloan Management Review*, Vol. 25 No 4, Summer, pp. 17-27.
- Canals, J. (1993), "Competitive strategies in European banking", *Marketing Management*, Vol. 2 No. 2, pp. 206-10.
- Cantoni,F. and Rossignoli, C.,(2000), "New distribution models for financial services: the Italian banks' approach to on-line trading development," *Journal of Electronic Commerce Research*, Vol. 1 No.2, pp. 1–10.
- Chen, T., (1999), "Critical success factors for various strategies in the banking industry", *International Journal of Bank Marketing*, Vol. 17, No. 2, pp. 83-91.
- Cooper, R.G. (1997) "Examining some myths about new product winners", in Katz, R. (Ed), The human Side of Managing Technological Innovation, Oxford, pp. 550-60.
- Crag, J.C. and Grant, R.M. (1990), *Strategic Management*, West Publishing, St Paul, MN.
- Daniel, E., (1999), "Who dares wins? On-line banking services and innovation types. In Proceedings of 9th Annual Business Information Technology Conference, (HACKNEY R, Ed) Paper No. 34. 3-4 November, Manchester, UK.
- Daniel, E.,(1999),"Provision of electronic banking in the UK and the Republic of Ireland", *International Journal of Bank Marketing*, Vol.17, No.2,pp.72-82.
- Dannenberg, M. and Kellner, D., (1998), "The bank of tomorrow with today's technology", *International Journal of Bank Marketing*, Vol. 16, No. 2, pp. 90-7.
- Devlin, J.F., (1995),"Technology and innovation in retail banking distribution", *International Journal of Bank Marketing*, Vol.13,No.4,pp.19-25
- Dewan, R.and Seidmanna, A, (2001), "Current issues in e-banking'. Communications of the ACM, Vol.44, No.5, pp.31–32.

Dewan and Seismanm	(2002)
--------------------	--------

- Doll, W.J., Raghunathan, T.S., Lim, J.S. and Gupta, Y.P. (1995), "A confirmatory analysis of the user information satisfaction instrument", Information Systems Research, Vol. 6 No. 2, pp. 177-88.
- El Sawy, O.A., Malhotra, A., Gosain, S., Young, K.M., (1999), "IT-Intensive value innovation in the Electronic Economy: Insights from Marshall Industries", *IS Quarterly*, Vol. 23. No. 3, September, pp. 305-335.
- Enos, L., (2001), "Report: Critical Errors in Online Banking", e-Commerce Times, April 11.
- Federal Trade Commission of USA (2011). Electronic Banking. http://www.ftc.gov/bcp/edu/pubs/consumer/credit/cre14.shtm
- Franco, S.C., Klein, T., (1999), Online Banking Report, www.pic com/ec-ie01 asp?team=2
- Fruhling, A.L., Digman, L.A., (2000), "The impact of Electronic Commerce on Business-level Strategies", Journal of Electronic Commerce Research, Vol.1, No.1.
- Gan, C., Clemes, M., Limsombunchai, V., & Weng, A. (2006). A Logit analysis of electronic banking in New Zealand. Discussion Paper No 108, Commerce Division, Lincoln University, Canterbury.
- Ghoshal, S. and Ackenhusen, M., (1998), "Cannon: competing on capabilities", Strategy: Process, Content and Context, International Thomson Business Press, Boston, MA.
- Guadagni, P.M. and little, J.D.C. (1983), "A logic model of brand choice calibrated on scanner data", Marketing Science, Vol. 2, Summer, pp. 203-38.
- Guiltinand, J.P. and Donnelly, J.H. (1983), "The use of product portfolio analysis in bank marketing panning", in Shanmugam and Burke (Eds), Management Issues for Financial Institutions, p. 50.
- Guimaraes, T. (1984), "Ranking critical success factors", *Proceedings of the Fifth International Conference on Information Systems*, Calgary, Alberta.
- Gupta, S. (1988), "Impact of sales promotions on when what and how much to buy", Journal of Marketing Research, Vol. 25, November, pp. 342-55.

- Gupta, U.G. and Collins, W., (1997), "How small, medium and large banks use computers", *Journal of Retail Banking Services*, Vol. 19, No. 4, pp 25-31.
- Guru, B., Vaithilingam, S., Ismail, N. and Prasad, R. (2000), "Eletronic Bnking in Malaysia: A note on Evolution of Services and Consumer Reactions", Journal of Internet Banking and Commerce, Volume 5, No.1 June.
- Harden, G., (2002), "E-banking comes to town: exploring how traditional UK high street banks are meeting the challenge of technology and virtual relationships". *Journal of Financial Services Marketing*, Vol.6,No.4, pp.323–332.

Holland and Westwood (200	
---------------------------	--

- Howard, J. and Mooore, W. (1982), "Changes in consumer behavior over the product life cycle", in Tushman and Moore (Eds), Readings in the Management of Innovation, Pitman, p. 128.
- Hway-Boon, O, Ming Yu, C., (2003), "Success factors in e-channels: the Malaysian banking scenario", *International Journal of Bank Marketing*, pp. 369-377.
- IFG (2011). Electronic Banking Basics. http://www.ifg-inc.com/Consumer_Reports/ElectBank.shtml
- Jayawardhena, C., Foley, P., (2000), "Changes in the Banking Sector-The Case of Internet Banking in the UK", *Internet Research: Electronic Networking Applications and Policy*, Vol. 10, No. 1, pp. 19-30.
- Jayawardhena, C., & Foley, P. (2000). Changes in the Internet banking sector The case of internet banking in UK, Internet Research. *Electronic Networking Applications and Policy*, 10(1), 19-30.
- Johnson, F.P. and Johnson, R.D. (1985), Commercial Bank Management, Dow Jones-Irwin, Homewood, IL.
- Kamrul Hasan (2003). E-Banking in Bangladesh: The Future of Banking.
- Kay, L.K. Thomas, W.L. and James, G. (1995), "Critical success factors in captive, multi-line insurance agency sales", *Journal of Personal Selling and Sales Management*, Vol. 15 No. 1, Winter, pp. 17-33.

- King, SF., and Liou, J, (2004), "A framework for internet channel evaluation". Journal of Information Management, Vol.24, pp.473-488.
- Leidecker, J.K. and Bruno, A.V. (1984), "Identifying and using critical success factors", *Long-Range Planning*, Vol. 17, No. 1, pp. 23-32.
- Liao, Z. and Cheung, T., (2002), "Internet based e-banking and consumer attitude: an empirical study". *Information and Management*, Vol.39,pp. 283–295.
- Martech International (2011). Electronic banking. http://www.martech-intl.com/best2/banking.htm
- Martin, J. (1990), Information Engineering: Book II: Planning and Analysis, Prentice-Hall, Englewood Cliffs, NJ.
- Mazursky, D., LaBerbera, P. and Aiello, A. (1987), "When consumers switch brands", Psychology International Journal of Bank Marketing, Vol. 27 No.1, pp. 37-47.

Nsouli and Schaechter	(2002)
-----------------------	--------

- O'Connell, B. (1996), "Australian banking on the Internet fact or fiction?", The Australian Banker, December, pp. 212-14.
- Orr, B.,(2004), "E-Banking job one: Give customers a good ride", ABA Banking Journal, Vol.96, Iss.5,pp.56-57.
- Pikkarainen, T., Pikkarainen, K., Karjaluoto, H., & Pahnila, S. (2004). Consumer acceptance of onlinebanking: An extension of the technology acceptance model. *Internet Research*, 14(3), 224–235.
- Regan, K., Macaluso, N., (2000), "Report: Consumers Cool to Net Banking", e-Commerce Times, October 3,2000, http://www.ecommercetimes.com/news
- Riggins, F.J.,(1998),"A Framework for Identifying Web-based Electronic Commerce Opportunities", *Journal of Organizational Computing and Electronic Commerce*, Vol.9, No.4,pp1-11.

- Robinson, G. (2000). Bank to the future. *Internet Magazine*. Retrieved from www.findarticles.com
- Rochart, J.F. (1979), "Chief executive define their own data needs", *Harvard Business Review*, Vol. 57 No. 2, March-April, pp. 81-92.
- Rockart, J., (1979), "Chief executives define their own data needs". *Harvard Business Review*, Vol.57, No.2, pp. 81–93.
- Rogers, E.M. and Shoemaker, F. (1971) Communications in Innovation, Free Press, New York, NY.
- Rothwell, R. and Gardiner, P. (1984), "Deisgn and competition in engineering", Long Range Planning, Vol. 7 No. 3, pp. 78-91.
- Sathye, M.,1999), "Adoption of internet banking by Australian consumer: an empirical investigation". *International Journal of Bank Marketing*, Vol.17,No.7,pp.324-334.
- Sciulli, L.M.,(1998),"How organizational structure influence success in various types of innovation", *Journal of Retail Banking Services*, Vol.20, No.1,pp.13-18
- Shah, M.H., Braganza, A. and Morabito, V., (2007), "A survey of critical success factors in e-Banking: an organizational perspective", *European Journal of Information Systems*, Vol. 16, pp. 511-524.
- Shah, M.H. and Gupta, A., (2005)," Organziational success factors in e-Banking at the Woolwich", *Proceedings of the 10th UKAIS Conference*, New Castle, March, UK,pp22-24.
- Southard, PB.and Siau, K.,(2004), "A survey of online e-Banking retail initiatives". *Communications of the ACM*, Vol.47,No.10),pp. 99–102.
- Stamoulis, D.S., (2000), "How banks fit in an Internet Commerce Business Activities Model", Journal of Internal Banking and Commerce, June, Vol.5, No.1
- Stewart, K. (1999), "Transference as a Means of Building Trust in World Wide Web Sites", Proceedings of the 20th ICIS, Charlotte, North Carolina.
- Storey, A., Thompson, J.B., Bokma, A., Bradnum, J. (2000), "An Evaluation of UK and USA Online Banking and Websites, in Chung, H.M. (ED), *Proceedings of the Americas Conference on Information Systems*, August 10-13, 2000, Long Beach, California, USA, Vol. 2, pp. 723-728.

- Sung, TK., (2006), "E-commerce critical success factors: East vs West technological forecasting and social change" Vol. 73, No. 9, pp. 1161–1177.
- The STAR Newspaper, September 26, 2000, p. 15.
- Turban, E., Lee, J., King, D., Shung, H.M., (2000), "Electronic Commerce, a Managerial Perspective", Prentice Hall, London, UK.

Wind (2001).			_				
--------	--------	--	--	---	--	--	--	--

- Yan, G and Paradi, JC, (1998), "Internet The future delivery channel for banking services? In Proceedings of 31st Annual Hawaii International Conference on System Sciences.
- Yousafzai, S.Y., Pallister, J.G. Foxall, G.R. (2003), "Strategies for building and communicating trust in electronic banking: A field experiment", *Psychology and Marketing*, February, Vol.22, Iss.2, pp.181-202.
- Yousafzai, S.Y., Pallister, J.G. Foxall, G.R. (2005), "A proposed model of e-trust for electronic banking", *Technovation*, Vol.23, pp.847-860.