

Role of Information Technology in Governance of Urban Cooperative Banks

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ABSTRACT

Information and communication Technology has occupied all space in the human life. It has improved not only standard of living but quality of life also. Due to ICT accountability, efficiency, speed and transparency; the main pillars of Governance have got new dimensions. The Urban Cooperative Banking sector needs to embed ICT based governance. In the present Study attempt has been made to evaluate the extent to which the bank has been influenced and affected ever since the introduction of information and communication technology. This Study is exploring the applications of ICT and its role in governance of an Urban Cooperative Bank. Study used survey method. Study found that governance of Bank is eased and customers appreciated the application of ICT in operations of the bank.

Key Words: ICT and Governance, ICT in UCB, Governance of UCB

I. Introduction

Information and Communication Technology is being increasingly used in daily life of a common man and it has become the nucleus part of providing better governance services to the citizens of a country. The financial sector has benefited immensely from the development of information technology, primarily in bank automation. In the global context of rapid changes and fast communication, information has become a strategic asset, and information technology (IT) is an important contributor to the success of the economy. The transformation of the banking sector is an illustration of IT enabled growth and technology powered amalgamation of banking services. Today, it's impossible to even think of a bank that runs without IT applications. From back-end processes to multimedia based e-banking interfaces, IT has enabled banks to overcome geographical limitations and rising transaction volumes.

This only means that governance today leans strongly on IT. IT governance in banking has assumed deep significance and one can now see a majority of customer processes being automated, especially with the advent of new payment systems. In banks, effective governance can increase accountability, provide quantifying criteria, and improve planning for its IT functions, but beyond these, it progresses the ability to support the bank's strategy and deliver value. This Study is exploring the applications of ICT and its role in governance of a bank, namely, the Vishweshwar Urban Cooperative Bank, Pune.

II. Need of the Study:

Banking today has more systems, applications and services which are exposed to the customer through self-service channels, having direct bearing on customer experiences. They can create significant opportunities but increase the risk of poor performance. As a result, quality of IT governance has become an important tool for managing risk and market place effectiveness. However,

IT governance comes with a slew of risks, and the distinctions among them are distorted with the merger of people, process and technology. This can lead to a serious impact on operational effectiveness. It is necessary to determine the significant role of information technology in governance of the bank and can ICT contribute to bank. It also determines the effect of information technology in governance of the bank. Also one needs to evaluate the extent to which the bank has been influenced and affected ever since the introduction of information and communication technology.

III. Objectives of the Study:

In the context of above discussions, the focus of the present study is on following objectives,

- To study the role of technology in governance of the urban cooperative bank.
- To determine whether there is an increase in the level of efficiency and effectiveness governance since the introduction of information and electronic technologies in Cooperative bank.
- To determine the extent to which information technology has contributed to bank governance.

IV. Research Hypothesis:

The following hypothesis are formulated for the study,

- **Hypothesis 1:**

H₀: The use of information technology does not have a significant effect on governance of Bank.

H₁: The use of information technology has a significant effect on governance of Bank.

V. Research Methodology of the Study:

The Vishweshwar Cooperative Bank Ltd, Pune a well-known and reputed bank is selected for the study. In order to study the role of information and communication technology in governance of urban cooperative bank, a primary survey was conducted. Sixty respondents were administered through a questionnaire which includes bank managers, employees, and customers in order to get an appreciation of what type of IT systems and electronic application services were available in the selected Bank. The responses were measured with a five-point rating scale, where (SA)=5 Strongly Agree, (A)=4 Agree, (N)=3 Neutral, (D)=2 Disagree, (SD)=1 Strongly Disagree. This will help to clarify and broaden our sense of direction in this research work.

Study used case study method to examine the impact of information technology on bank governance. The bank was selected based on its technology driven state, profitability, large capital base and reliable network of branches in Maharashtra and Karnataka states. The primary data was collected from the head office and its branches in Pune. The collected data from the questionnaire was analysed using SPSS package, while the hypotheses was tested using the T-test method one way ANOVA.

VI. The Vishweshwar Cooperative Bank Ltd, Pune

The Vishweshwar Sahakari Bank Ltd., Pune was established in the year 1972 by Founder Late Shri Namdeorao Rukari, Bharatsheth Gadve & Baburao Harpale with an aim of taking the bank to the common people by adopting the principle of cooperation in banking. It was started as a small cooperative bank and gradually increased its branches, with merger of Nipani Bank, Karnataka during the year 2011, Bank become a multi state cooperative bank with Jurisdiction of Maharashtra and Karnataka states.

A. Status of Information and communication Technology in Bank:

Bank has successfully implemented core banking solution (CBS) project in 2007 having centralised data center at Pune. All 28 bank branches are under core banking platform. It is the first non scheduled Urban Co-op Bank in Pune District having state of art independent data centre under CBS with Disaster Recovery Centre in different earthquake zone at Barshi. The bank has approximately 2 lakhs customers and provides E- Banking facilities like SMS Banking, Mobile Banking, ATM facilities and Aadhaar payment services. Presently the bank is having a network of 28 branches with 21 ATM's installed, out of which 20 ATM's are on site and one off-site ATM. Five of the ATM's are located in the rural parts of Pune. The bank started its ATM service to its customers in the year 2009. The bank has issued 24,000 ATM cards to its customers, which means 12 percent of the customers own the bank's ATM card. All most all the ATM's of the bank gets average hits of 55,000 per month. It was informed that 40 percent of the other bank cards are operated in the ATM's which an added income is for the bank. The 60 percent of the customers use their card for cash withdrawal activity. The bank has implemented mobile banking in the year 2015. The facility of merchant payment through mobile is offered to customers. As a result customers can avail railway ticket, movie ticket, recharge mobile and DTH, pay telephone and electricity bills. The mobile banking customers use the mobile banking service at an average of 1500 hits per month for several uses like mobile/TV recharge, balance statement, bill payments, fund transfer etc. The bank is in the process of implementing Internet banking to their customers very shortly. The bank has developed a large base with the use of latest technology and infrastructure and best customer service. The bank has made an exceptional progress and is developing its strength in various locations.

B. Financial position of Bank:

Table No. 1 shows financial position of Bank for the past eight years. The performance of the financial year 2015-16 has been very encouraging. The bank has maintained the zero level of NPA percentage during the last 6 years.

Table No. 1 Financial position of Vishweshwar Cooperative Bank Ltd.

Particulars/Year	31.03.2018	31.03.2017	31.03.2016	31.03.2015	31.03.2014	31.03.2013	31.03.2012	31.03.2011
No. of Members	23081	22924	22213	20826	19110	17060	16081	15622
Share Capital	46.03	48.57	46.38	40.64	34.28	29.20	26.20	23.33
Reserve Fund	114.16	105.32	93.95	82.62	75.70	66.81	61.71	41.22
Total Deposits	1532.88	1611.72	1506.95	1308.65	1165.73	1005.93	830.57	717.53
Total Advances	811.12	934.59	975.33	852.70	742.07	629.49	537.81	427.76
Total Business	2350	2546	2482	2161	1908	1635	1368	N/A
Net Profit	13.00	15.33	15.02	13.54	10.60	10.25	9.66	10.33
CRAR	18.49%	15.70%	14.26%	14.86%	13.03%	14.30%	14.44%	14.09%
N.P.A. (Net)	5.14	3.40	1.45%	2.54%	2.95%	1.96%	0 %	0%

(Source: Annual Report of the Bank) (Rs. in Crore)

At present Bank has crossed the total business of Rs. 2350 crore. The total business of Bank has grown by 8.0 percent to Rs. 2350 Crores. The aggregate business (deposits + advances) has come down by Rs. 196.31 Crore and has stood up at Rs.2350Crore as on 31.03.2018. The deposits of Bank have grown by 10 percent to Rs. 1532.88 crores. Total advances have grown by 8 percent to Rs. 811.12 Crores. However, the Net profit has gone down and reached Rs. 13.00 crores. The number of members has increased by 5 percent during the last eight years. The share capital of Bank has decreased from 48.57cr to 46.03Cr. Branches of Bank grew by 8 percent to 28 branches by the end of 31st March 2018.

VI. Impact of Information Technology on Bank's Governance - Data Presentation

VI.1 Demographic Analysis:

The below Table No. 2 presents the gender of the respondents,

Table No. 2 Sex of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	48	80.0	80.0	80.0
	FEMALE	12	20.0	20.0	100.0
	Total	60	100.0	100.0	

Table No.2 shows that 48 out of the total of 60 respondents were males, representing approximately 80 percent of the entire sample size, while 12 were females, representing approximately 20 percent of the sample size.

The below Table No. 3 presents the age of the respondents,

Table No. 3 Age group of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 YEARS	19	31.67	31.67	31.67
	31-40 YEARS	22	36.66	36.66	68.33
	41-50 YEARS	12	20.00	20.00	88.33
	51-60 YEARS	7	11.67	11.67	100.0
	Total	60	100.0	100.0	

From Table No.3, it can be deduced that out of the 60 respondents, 19 were between 21-30 years representing (31.67%), 22 were between the ages of 31-40 years representing (36.66%), 12 were

between the ages of 41-50 years representing (20.00%), and 7 were between the ages of 51-60 years representing (11.67%).

The below Table No. 4 presents the educational status of the respondents,

Table No: 4 Educational Qualifications of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Illiterate	0	0.00	0.00	0.00
	High School	3	5.00	5.00	5.00
	Intermediate	5	8.33	8.33	13.33
	Degree	40	66.67	66.67	80.00
	Master Degree	12	20.00	20.00	100.0
	Total	60	100.0	100.0	

Table No. 4 depicts the educational qualification of the respondents, it can be deduced that out of the 60 respondents, 3 of the respondents have high School representing (5%) of the total respondents' population, 5 of the respondents have passed intermediate representing (8.33%), 40 of the respondents have Degree representing (66.67%), 12 of the respondents have Master Degree representing (20%).

VI. 2 ICT and Governance Analysis:

Table No. 5 Service Delivery of the bank is prompt and efficient

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	46	76.67	76.67	76.67
	AGREE	10	16.67	16.67	93.34
	NEUTRAL	2	3.33	3.33	96.67
	DISAGREE	2	3.33	3.33	100.0
	Total	60	100.0	100.0	

It can be deduced from Table No.5, that out of the 60 respondents, 56 respondents agreed that the services delivery of the bank is prompt and efficient representing (93.34%), 2 of the respondents were neutral representing (3.33%).

Table No: 6 Motivate workers and customers to support Bank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	41	68.33	68.33	68.33
	AGREE	15	25.00	25.00	93.33
	NEUTRAL	4	6.67	6.67	100.0
	Total	60	100.0	100.0	

The above Table indicates that 56 respondents agreed that we should motivate our colleagues to support Bank representing (93.33%), and 4 of the respondent were neutral representing (6.67%).

Table No: 7 Effectively receive the details of the transaction through E-mail

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	30	50.00	50.00	50.00
	AGREE	09	15.00	15.00	65.00
	NEUTRAL	14	23.33	23.33	88.33
	DISAGREE	0	0.0	0.0	0.0
	STRONGLY DISAGREE	0	0.0	0.0	100.0*
	Total	60*	100.0*	100.0*	

(*11.67 % respondents don't have Mail Id)

Table No.7 shows that how banking transaction details are sent effectively through my E-mail. Out of the 60 respondents, 39 of the respondents agreed that they receive the details of their transaction through e-mail representing (65%), 14 of the respondents were neutral representing (23.3%), and 7 respondents representing (11.67 %*) said that they don't have email id.

Table No: 8 Savings and withdrawing money is time consuming

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	7	11.67	11.67	11.67
	AGREE	31	51.66	51.66	63.33
	NEUTRAL	11	18.33	18.33	81.66
	DISAGREE	5	8.34	8.34	90.00
	STRONGLY DISAGREE	6	10.0	10.0	100.0
	Total	94	100.0	100.0	

It can be deduced from Table No.8 that out of the 60 respondents, 38 of the respondents agreed that saving and withdrawing money is time consuming with Bank representing (63.3%), 11 of the respondents were neutral representing (18.33%), and 11 of the respondents disagree representing (18.34%).

Table No: 9 Prompt and Efficient service delivery from Bank's ATM services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	32	53.34	53.34	53.34
	AGREE	22	36.66	36.66	90.00
	NEUTRAL	4	6.67	6.67	96.67
	DISAGREE	2	3.33	3.33	100.0
	Total	60	100.0	100.0	

Table No.9 shows how prompt and efficient is the service delivery of Bank's ATM services. It depicts that 54 respondents agreed that they enjoy prompt and efficient service delivery from Bank's ATM

representing (90.0%), 4 of the respondents were neutral representing (6.67%), and 2 of the respondents disagree representing (3.33%).

Table No: 10 IT does not increase prompt and efficient Governance of the bank

		Frequency	Percent	Valid Percent	Cumulative Percent
	AGREE	1	1.66	1.66	1.66
	NEUTRAL	4	6.67	6.67	8.33
	DISAGREE	13	21.67	21.67	30.00
	STRONGLY DISAGREE	42	70.00	70.00	100.0
	Total	60	100.0	100.0	

Table No.10 shows that out 60 respondents, only 1 of the respondents agreed that information technology does not increase prompt and efficient governance of the bank representing (1.66%), 4 of the respondents were neutral representing (6.67%), and 55 of the respondents disagree representing (91.66%).

Table No: 11 IT Governance has reduced the bank's risk

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	28	46.66	46.66	46.66
	AGREE	17	28.33	28.33	74.99
	NEUTRAL	6	10.00	10.00	84.99
	DISAGREE	5	8.34	8.34	93.33
	STRONGLY DISAGREE	4	6.67	6.67	100.0
	Total	60	100.0	100.0	

From Table No.11 it is deduced that out of the 60 respondents, 45 respondents agreed that IT Governance has reduced the bank's risk representing (74.99%), 6 respondents were neutral representing (10%), and 9 respondents disagree representing (15%).

Table No: 12 Introduction of ICT helped bank staffs to govern better

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	13	21.66	21.66	21.66
	AGREE	41	68.34	68.34	90.00
	NEUTRAL	4	6.67	6.67	96.67
	DISAGREE	2	3.33	3.33	100.0
	Total	60	100.0	100.0	

Table No.12, shows that out of the 60 respondents, 54 respondents agreed that the introduction of information technology has helped bank staffs to govern better in a team than before the introduction representing (90%), 4 of the respondents were neutral representing (6.66%), and 2 of the respondents disagreed (3.33%).

Table No. 13 Bank has provided a better range of governance since the introduction of ICT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	42	70.00	70.00	70.00
	AGREE	14	23.33	23.33	93.33
	NEUTRAL	4	6.67	6.67	100.0
	Total	60	100.0	100.0	

Table No.13 shows that how Bank has provided better governance since the introduction of ICT. The table implies that out of the 60 respondents, 56 of the respondents agreed that since the introduction of information technology Bank has provided a better governance of banking services representing (93.33%), 4 respondents were neutral representing (6.67%).

Table No. 14 IT Governance has attracted more customers to Bank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	6	10.00	10.00	10.00
	AGREE	34	56.67	56.67	66.67
	NEUTRAL	18	30.00	30.00	96.67
	DISAGREE	2	3.33	3.33	100.0
	Total	60	100.0	100.0	

It can be deduced from Table No. 14 that out of the 60 respondents, 40 respondents agreed that the introduction of IT Governance in banks has attracted more customers to Bank representing (66.67%), 18 of the respondents were neutral representing (30%), and 2 of the respondents disagree (3.33%).

Table No: 15 IT Governance facilities have reduced banking Frauds

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	20	33.33	33.33	33.33
	AGREE	22	36.66	36.66	69.99
	NEUTRAL	8	13.33	13.33	83.32
	DISAGREE	5	8.33	8.34	91.66
	STRONGLY DISAGREE	5	8.33	8.34	100.0
	Total	60	100.0	100.0	

From Table No. 15, it can be deduced that out of the 60 respondents, 42 respondents agreed that IT governance has reduced banking frauds representing (69.9%), 8 of the respondents were neutral representing (13.3%), and 10 of the respondents disagree representing (16.6%).

Table No: 16 Satisfaction with the bank Governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	8	13.34	13.34	13.34
	AGREE	42	70.00	70.00	83.34

	NEUTRAL	10	16.66	16.66	100.0
	Total	60	100.0	100.0	

From Table No.16, it can be deduced that out of the 60 respondents, 50 of the respondents agreed that they are satisfied with Bank governance representing (83.34%), 10 of the respondents were neutral representing (16.66%).

Table No. 17 Effect of Adoption of IT governance on Bank's profitable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	43	71.66	71.66	71.66
	AGREE	8	13.34	13.34	85.00
	NEUTRAL	9	15.00	15.00	100.0
	Total	60	100.0	100.0	

Table No. 17 shows that out of the 60 respondents, 51 of the respondents agreed that since the introduction of IT governance, banks has become more profitable representing (85%), 9 of the respondents were neutral representing (15%).

Table No. 18 IT Governance have really impacted banks operation positively.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREE	36	60.00	60.00	60.0
	AGREE	18	30.00	30.00	90.0
	NEUTRAL	6	10.00	10.00	100.0
	Total	94	100.0	100.0	

Table No. 18 indicates that how IT governance has helped the impact of banks operation positively. It is deduced that out of the 60 respondents, 54 of the respondents agreed that information and communication technology had really impacted banks operation positively representing (90%), 6 of the respondent were neutral representing (10%), and none of the respondents disagreed.

Table No. 19 IT Governance did not impact Bank's performance

		Frequency	Percent	Valid Percent	Cumulative Percent
	NEUTRAL	4	6.67	6.67	6.67
	DISAGREE	14	23.33	23.33	30.00
	STRONGLY DISAGREE	42	70.00	70.00	100.0
	Total	60	100.0	100.0	

Table No.19 indicates that the IT governance didn't create an impact on banks performance, the table shows that 42 respondents out of the 60 strongly disagreed, 14 respondents disagreed that information technology governance do not impact banks operation representing (30%), 4 of the respondents were neutral representing (6.67%).

Table No. 20 DETAILED STATISTICS OF BANK OFFICIALS AND CUSTOMERS USING MEAN AND STANDARD DEVIATION

	N	Minimum	Maximum	Mean	Std. Deviation
We enjoy prompt and efficient service delivery by banks.	60	1.00	4.00	1.3333	0.7051
We should encourage our colleagues to patronize banks.	60	1.00	3.00	1.3833	0.6132
We effectively receive the details of my transaction through E-mail.	60	1.00	5.00	1.5	0.9829
Savings and withdrawing money is time consuming with the bank.	60	1.00	5.00	2.5333	1.1270
We enjoy prompt and efficient service delivery from the bank's ATM services.	60	1.00	4.00	1.6	0.7635
IT does not increase prompt and efficient Governance of the bank	60	1.00	4.00	3.6	0.6937
IT Governance has reduced the bank's risk	60	1.00	5.00	2.0	1.2350
Introduction of ICT helped bank staffs to govern better	60	1.00	4.00	1.9166	0.6455
Bank has provided a better range of governance since the introduction of IT	60	1.00	4.00	1.3666	0.60141
IT Governance has attracted more customers to the bank.	60	1.00	4.00	2.266	0.6856
IT Governance facilities have reduced banking Frauds.	60	1.00	5.00	2.133	1.3777
Satisfaction with the bank Governance	60	1.00	3.00	2.033	0.5430
Adoption of IT governance has made the bank profitable	60	1.00	3.00	1.4333	0.7456
IT Governance has really impacted banks operation positively.	60	1.00	3.00	1.5	0.6764
IT Governance did not impact banks performance.	60	1.00	3.00	2.6333	0.6098
Valid N (list wise)	60				

VII. HYPOTESIS TESTING:

In testing **Hypothesis 1**, The One-Sample T Test compares the mean score of a sample to a known value. Usually, the known value is a population mean.

H₀: The use of information technology does not have a significant effect on the operation of Bank.

H₁: The use of information technology has a significant effect on the operation of Bank.

One Sample T-Statistics:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Information and communication technology have really helped impacted banks operation positively.	60	1.5	0.6764	0.08732

One Sample test

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
ICT have really helped impacted banks operation positively.	17.1782	59	.000	1.5	1.3252	1.6747

Decision:

From the above analysis, the calculated value is above the tabulated value, therefore the null hypothesis (H_0) should be rejected in favor of the alternative hypothesis (H_1) accepted. Also, the two tail significance level which is 0.00 is less than 0.05 which is the level of significance; therefore the null hypothesis should be rejected. Hence, the use of ICT has a significant effect on the operation of Bank.

Using Anova**Hypothesis 1:**

H_0 : The use of information technology does not have a significant effect on the operation of Bank.

H_1 : The use of information technology has a significant effect on the operation of Bank.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.342 ^a	.117	.107	1.00318		
a. Predictors: (Constant), Information technology and computer have really helped impacted banks operation positively.						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.266	1	12.266	12.188	.001 ^a
	Residual	92.585	58	1.006		
	Total	104.851	59			
a. Predictors: (Constant), Information technology and computer have really helped impacted banks operation positively.						
b. Dependent Variable: Internet banking has reduced banking cost.						

Interpretation of Results:

The results from the model summary table above revealed that the extent to which the variance in operation of Bank can be explained by the model that is 11.7% i.e. (R square = 0.117). The ANOVA

table shows the F-calculated value to be 12.188 at 0.001 significance level. The implication is that the use of information technology has a significant effect on the operation of Bank.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.479	.240		6.165	.000
	Information technology and computer have really helped impacted banks operation positively.	.602	.172	.342	3.491	.001
a. Dependent Variable: Internet banking has reduced banking cost.						

Decision

The significance level is 0.000 and is less than 0.05, thus we accept the alternative hypothesis and reject the null hypothesis. This implies that information technology has a significant effect on the operation of Bank.

VIII. Findings of Study:

The study brings out that the introduction of information technology has given Bank better infrastructure and techniques that satisfies both the employees and the customers. The study further reveals that Bank customers enjoy efficient and prompt service delivery by Bank because they can perform many transactions without having to visit Bank physically, and this is done via the use of information and communication technology (ICT) into banking operations. With the use of technology mobile banking and other components of I.T has therefore brought about ease and convince to effectively make financial transactions by customers themselves. Even with the interference of information technology on banking services in Vishweshwar cooperative bank ltd, the customer service of the bank haven't been found to be as effective without visiting the bank physically for majority of the customers. The adaption level of technology is still lagging in majority of the bank's customer. Even though the customers are aware of latest e banking services offered by the bank, still majority of the customers prefer branch banking.

The adoption of information technology by the bank has brought change in the bank with a better and wider range of banking services, since the introduction of information technology. Even though bank has adopted e banking services like ATM's, Mobile banking, NEFT/RTGS, Aadhaar card payment, SMS banking etc, only the minority customers have accesses to these facilities. Majority in young age group, who has better and average IT knowledge, has access to such facilities. The introduction of information and communication technology has changed the bank with better banking services for both employees and customers. Since the introduction of information technology, the bank has reduced

their banking cost and they have become profitable. The bank's decision on adopting information and communication technology has considerably changed on the value of Vishweshwar cooperative bank ltd. No doubt that information and communication is the better tool in the sustainability of the urban cooperative Banks.

From the analysis and hypothesis tested, it can be concluded that;

- i. Information and communication technology has enhanced the banks performance and operational efficiency.
- ii. Information and communication technology has reduced operational cost of the bank.
- iii. Adoption of Information and communication technology by bank has made customers enjoy ease, smooth and convenient way of banking.
- iv. The use of Information and communication technology by the bank has increased profitability to the bank.

IX. Recommendations:

- i. Prioritize the customer before adopting the technology. It is important to first and foremost identify the needs of the customer before introducing technology.
- ii. A lot need to be done to create confidence in the minds of customers about the benefits and security of the E- banking delivery channels.
- iii. The customers should be influenced to use the E- banking services provided by the bank.

X. Conclusion

The research study expresses that information and communication technology has a positive impact on the image, goodwill and growth of Vishweshwar Urban Cooperative Bank. It has also provided better and well-grounded infrastructure to speed up transactions, increase consistency and enhance bank operations. The customer on the other hand, stand to enjoy the benefit of quick service delivery, reduced frequency of going to the banks physically and reduced cash handling, which will give rise to higher volume of turnover. Vishweshwar Urban Cooperative Bank is aggressively promoting the use of E-Banking to enhance their business performance and to sustain in the competitive environment. Study concludes that operational efficiency of the bank is enhanced after introduction of CBS.

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