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**FACTORS AFFECTING ADOPTION OF ELECTRONIC  
BANKING AT MTB BANK**

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# **FACTORS AFFECTING ADOPTION OF ELECTRONIC BANKING AT MTB BANK**

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## **ABSTRACT**

This study aims to identify the factors affecting adoption of Electronic Banking(E-banking) at MTB Bank and to analyze the factors affecting adoption of E-banking at MTB Bank. Descriptive and quantitative research methods are used. To gather the primary data, structured questionnaires with 5-point Likert scale were collected from 109 managerial employees from MTB Bank selected as sample population by simple random sampling method. In this study, Technology, Organization and Environment (TOE) are analyzed as influencing factors. The study finds out that Technology, Organization and Environment (TOE) have a positive significant effect on e-banking adoption. Among them, technology is the most influencing factor on e-banking adoption. MTB Bank should leverage its deep understanding of local customer needs by offering tailored e-Banking services that foreign banks may not provide. MTB Bank should actively collaborate with regulators, including the Central Bank of Myanmar, to support the drafting and implementation of clear cybersecurity laws that define institutional responsibilities, data protection standards, and breach response protocols. Finally, the bank should also automate back-end processes to improve operational efficiency and reduce the risk of human error.

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# **CHAPTER 1**

## **INTRODUCTION**

Internet hazards and opportunities are increasingly known to banks. Unlike actual banks, electronic banking (E-banking) uses the internet to create accounts, move funds, and pay bills. Electronic banking is when a bank provides information or services to customers via computer or TV (Allen, 2001). Banks provide e-banking as a perk. E-banking is a new financial services delivery mechanism.

The main goal of electronic banking is to offer consumers affordable, selective, and reflective services. Banks and customers benefit from e-banking. Financial transactions are no longer limited by time or place owing to the internet. Customers worldwide may readily access their bank accounts 24/7. Customers can access many services, including those not offered by traditional banks (Pham, 2010).

Global banking e-banking services are expanding daily. Current business culture prioritizes computer applications, and the internet is the principal platform for all banking, financial, and commercial processes. Shimi and Magembe (2002). It is invaluable and enhances competitiveness, innovation, growth, and development.

E-banking has helped financial institutions compete globally by broadening their capabilities beyond time and geography (Turban, 2008). Finland led the globe in e-banking to provide its customers with rapid service. ATMs sparked e-banking (Mishra & Kiranmai, 2009). Electronic banking is widely used in industrialized nations and rising rapidly in developing nations.

A bank's "e-banking adoption" involves integrating and delivering electronic banking services and encouraging customers to utilize them for financial transactions (Laukkanen, 2007). It comprises the bank's secure, effective, and convenient online and mobile banking choices, which improve service.

Technology-company-Environment (TOE) is essential when deciding whether to implement a new technology. The technological context (e-banking features and capabilities), organizational context (management support, financial resources, and human resources), and environmental context (legal framework, technology support infrastructure, government support, and competition pressure) make up this theoretical model. It analyses how companies embrace new technology like e-banking.

Perceived risk is a person's or organization's assessment of a new technology's downsides (Featherman & Pavlou, 2003). Online banking risks include identity theft, data breaches, financial losses, and system instability. The phrase "perceived benefits" covers how consumers and organizations evaluate new technology's expected benefits, such as productivity, convenience, cost savings, and service quality. E-banking may offer more financial management control, faster transaction processing, fewer branch visits, and 24/7 financial services (Wang et al., 2003).

Management support refers to the commitment, involvement, and encouragement provided by top executives or senior leadership to promote technology adoption and implementation within an organization (Premkumar & Roberts, 1999). It plays a vital role in allocating necessary resources, reducing internal resistance, and creating a supportive culture for innovation. Financial resources refer to the availability of monetary assets that an organization can allocate toward acquiring, implementing, and maintaining new technological innovations. Adequate financial capacity enables organizations to invest in hardware, software, skilled personnel, training programs, and system upgrades, which are essential for successful technology adoption (Thong, 1999). Human resources refer to the availability, competence, and expertise of personnel within an organization who are responsible for managing, supporting, and using new technological systems. Skilled and knowledgeable employees enhance an organization's ability to adopt complex technologies by ensuring proper operation, maintenance, and user support (Alshamaila et al., 2013).

Technology use, security, privacy, and compliance are governed by laws, regulations, and government policies (Zhu & Kraemer, 2005). A well-defined and supportive legal environment can facilitate the adoption of innovations such as E-Banking by providing clarity, reducing regulatory uncertainty, and ensuring protection for both service providers and users. Technology support infrastructure refers to the availability and quality of foundational technological resources such as internet connectivity, telecommunications networks, IT hardware, and software systems that support the deployment and functioning of new technologies (Oliveira & Martins, 2010). A strong and reliable infrastructure enables organizations to efficiently adopt and integrate digital solutions like E-Banking or cloud computing, while a weak infrastructure can act as a significant barrier. Government support refers to the extent to which public institutions provide assistance, incentives, policy frameworks, and infrastructure necessary for organizations to implement technological innovations (Zhu

& Kraemer, 2005). This support can take various forms, such as subsidies, tax incentives, legal reforms, technical training, or investments in national ICT infrastructure. Competitive pressure refers to the degree of influence exerted by rival firms or market dynamics that compels an organization to implement new technologies to maintain or improve its market position (Zhu et al., 2006). When competitors adopt advanced technologies, such as E-Banking platforms or digital services, firms are often driven to follow suit in order to avoid losing customers or market share.

The financial services sector has seen a major transformation in recent years, with e-developments entering many aspects of financial markets and intermediation. As it influences banks' marketing and commercial activities, new IT is becoming the most important factor in banking's future growth. Recent years have seen e-banking become a popular financial services distribution technique due to intensely competitive banking markets and rapid IT development.

Myanmar Tourism Bank (MTB) and other banks provide e-banking. MTB Bank, founded in 2018, supports Myanmar's SME and tourist businesses. MTB Bank created digital solutions to provide clients cutting-edge services. An examination of MTB Bank's electronic banking adoption determinants revealed Myanmar's financial institutions' success factors. Thus, this study investigates MTB Bank's electronic banking implementation factors.

## **1.1 Rationale of the Study**

Recent rapid banking sector change indicates various underlying tendencies. Information technology and communication have decreased the cost of many financial activities and accelerated financial information delivery, making them the most significant. Financial firms must adopt e-banking. In the next five years, banks without internet banking will lose 10% of their customers as their financial services competitiveness declines (Tower Group, 2005).

Because they move money from resource-rich to investment-rich units, banks boost economic efficiency. Myanmar's banking industry dominates the financial sector, and economic growth depends on seamless functioning. The banking business in Myanmar is competitive, thus banks are modifying their methods to reach customers more easily and cheaply. Banks and customers may profit from e-banking. E-banking speeds up and simplifies banking for banks and customers. Since e-banking, many banks have had to rethink their IT strategy to compete. Consumers increasingly

demand more from banking services. They want simplicity and flexibility in addition to robust and user-friendly financial management tools and services that traditional retail banking couldn't give (Birch & Young, 1997). E-banking allows banks and other financial institutions to deliver these services using a wide public network infrastructure (Ternullo, 1997).

Technology adoption of e-banking depends on perceived dangers. Featherman and Pavlou (2003) say perceived risk prevents financial transaction technology adoption. Cyberattacks, data theft, and internet banking issues are examples of these threats. Therefore, perceived risks of E-Banking are important for the banks. Perceived benefits also play a crucial role for adopting the E-Banking services. The adoption of E-Banking services provides substantial benefits for banks, including operational efficiency, cost reduction, and broader market reach. By transitioning routine transactions to digital channels, banks can significantly reduce overhead costs associated with branch operations, staffing, and paper-based processes. According to Pikkarainen et al. (2004), E-Banking enables financial institutions to serve customers more efficiently by automating services, which leads to improved resource allocation and scalability. Additionally, digital banking allows banks to extend their services beyond geographical limitations, reaching underserved or remote populations. It also enhances customer satisfaction through improved accessibility and faster transaction processing, contributing to stronger customer retention and competitive advantage.

Regarding organization aspects, management support is crucial for E-Banking adoption, as it ensures the availability of essential resources such as financial investment, skilled personnel, and technological infrastructure. Ifinedo (2011) stated that active top management involvement increases the likelihood of projects receiving adequate funding and organizational backing. Leadership also fosters an environment that embraces innovation and reduces resistance by promoting a shared vision for digital transformation (Thong, 1999). Adequate financial resources enable banks to implement and continuously improve E-Banking, supporting scalability and maintaining service quality (Zhu et al., 2003). Similarly, skilled human resources are necessary to develop, operate, and maintain secure digital platforms. Investing in human capital enhances organizational capabilities, service quality, and regulatory compliance, which are vital for both initial deployment and ongoing growth of E-Banking services (Rainer & Cegielski, 2011).

For the environment aspects, a robust legal framework is essential for the effective adoption and growth of E-Banking in Myanmar. The lack of comprehensive legislation on electronic contracts, digital signatures, intellectual property, and encryption creates risks that undermine customer trust and slow adoption. With limited internet infrastructure outside major cities and high illiteracy rates, legal clarity is critical to protect users and promote widespread digital banking (Laudon & Laudon, 2015). Technology support infrastructure is crucial for MTB Bank to address challenges like core system complexity and limited E-Banking features. A flexible infrastructure, combined with continuous staff training, enables better service delivery, competitiveness, and responsiveness to rapid technological change. Investing in technology and skills supports organizational agility and customer satisfaction (Bharadwaj, 2000). Government support shapes the external environment by providing policies, regulations, incentives, infrastructure, and capacity-building that foster technological innovation. Such involvement reduces uncertainties and builds stakeholder trust, accelerating E-Banking adoption and long-term growth (Tan, Macaulay, & Scheurer, 2007). Competitive pressure drives banks to innovate, improve customer experience, and invest in digital transformation to maintain market share. Banks under strong competition are more likely to adopt new technologies to sustain advantages (Oliveira & Martins, 2011).

Understanding the conditions and factors that affect developing countries' ability to fully adopt and realize its benefits can help researchers and practitioners develop strategies to promote e-commerce in developing countries. To identify areas where the nation lags behind and limit the adoption and expansion of e-banking, one must understand its importance. E-banking will help banks create a cashless society. E-commerce banks may be important on two levels. E-commerce infrastructure, payment, and communication systems can be prepared initially. E-commerce may also help banks offer services.

Agent banking, mobile banking, and internet banking are being offered more by Myanmar banks. Banks in Myanmar must invest a lot in e-banking before adopting it. To help banks implement E-Banking, it's important to assess the factors that affect their acceptance of service channels. To improve services and gain a competitive edge in banking, MTB Bank must examine its e-banking adoption factors.

## **1.2 Objectives of the Study**

The main objectives of this study are

- 1) To identify the factor affecting adoption of E-Banking at MTB Bank
- 2) To analyze the factor affecting adoption of E-Banking at MTB Bank

## **1.3 Scope and Method of the Study**

This study focuses on MTB Bank's E-banking adoption factors. This research used quantitative methods. This study uses primary and secondary data. The primary data was collected using a 5-point Likert scale questionnaire. Yamane Formula (1967) selected 109 MTB Bank supervisors and above from 150 managerial personnel by simple random sampling. From 7 to 20 May 2025, a Google form was sent to gather data. Secondary data includes MTB Bank records, published articles, research papers, relevant textbooks, and foreign studies on the internet. Linear regression and descriptive statistics examine data.

## **1.4 Organization of the Study**

This research has five chapters. Introduction, reasoning, aims, scope, technique, and paper organization are in chapter one. Chapter two discusses theoretical foundation, past research, and study concepts. MTB Bank's profile, technological, organizational, and environmental elements are covered in chapter three. In Chapter 4, MTB Bank's E-Banking adoption factors are examined. Chapter five concludes with findings, comments, recommendations, and further research.

## **CHAPTER 2**

### **THEORETICAL BACKGROUND**

E-Banking, associated theories, and literature evaluations for bank adoption factors are covered in this chapter. Finally, it reviews past research and develops the study's conceptual framework.

#### **2.1 Concept of E-Banking**

Electronic banking has several definitions, but they all mean the same thing. The following section illustrates some meanings. Instead of cash, checks, or other negotiable instruments, e-banking uses electronic signals to transfer payments between financial institutions (Kamrul, 2009). E-banking, often known as electronic funds transfer (EFT), involves transferring money between accounts electronically instead of via cheque or cash (Malak, 2007). E-commerce is prevalent globally, especially electronic banking.

Online, TV-based, mobile, and PC banking are all sorts of e-banking. Customers access these services via a PC, PDA, ATM, POS, kiosk, or touch-tone phone (Alagheband, 2006). Alagheband claims various internet banking types. ATMs allow people to access banking services practically anytime. Customers can use an ATM card and PIN to withdraw, deposit, and transfer funds between accounts without visiting a bank. Another electronic banking service is the Point-of-Sale (POS) transfer terminal, which accepts debit cards for retail transactions. Debit cards, which look like credit cards, automatically move the transaction amount from the cardholder's account to the merchant's account (Malak, 2007). Internet or extranet banking allows customers to make financial transactions via personal computers using online technology. This service lets users remotely manage their accounts, transfer money, pay bills, and monitor financial activities, making banking easier. Mobile banking: Mobile banking lets consumers request account information and send money via SMS.

Visitors must visit the location to withdraw cash, deposit checks, or get account statements. Real e-banking removes the need for branches and handles all questions and transactions online. Electronic banking is becoming a "need to have" rather than a "nice to have". Online banking is popular in many developed nations since it is the cheapest way to supply financial services (Laudon & Laudon, 2015).

Banks have led the way in using technology to improve services and productivity. They have long used electronic and communications networks to offer value-added goods and services (Kashyap, 2018). Telephones, personal computers, and ATMs are devices, whereas private networks, public networks, and direct dial-up connections are distribution mechanisms. Due to widespread PC use, easy internet connection, and the World Wide Web, banks are increasingly using the internet to receive instructions and provide goods and services to customers. Although banks' products and services vary in content and sophistication, this sort of banking is called Internet Banking. In 2010, Salman, Kashif.

## **2.2 Technology Adoption**

Technology adoption is when people or organizations accept and use a new technology (Zhao, 2008). Technology adoption refers to the widespread application of developing technologies and goods in ICT and information systems from the early 1980s. Technology adoption is when people or organizations use new technologies. New technology requires learning and adaptation.

Technology coupled with customer needs opens up new financial possibilities, bringing institutions into the digital era. Even while contactless cards, e-wallets, pre-paid cards, and mobile wallets are growing increasingly popular, few individuals visit banks in person. Retail banking leaders used ATMs, POS, mobile banking, and internet banking to meet client needs, minimize branch-based transactions, and stay competitive (Akhisar et al., 2015).

E-banking adoption is the rate at which people, corporations, and organizations adopt new digital banking services (Gardachew, 2010). Bank executives boast about delivering inexpensive, convenient banking services that allow clients to do business whenever and wherever they choose, yet consumer adoption rates in developing nations are low (Ozuem et al., 2018).

## **2.3 Factors Affecting E-Banking Adoption**

A number of factors affect the adoption and use of technological innovation in general and e-banking in particular. This article describes the factors—such as technology, organization, and environment (TOE) that affect the adoption and usage of e-banking in relation to the acceptance and use of new technologies. This section

enumerates the influencing elements that might impact the adoption of e-banking. Technology, organization, and the environment are all contributing factors.

### **2.3.1 Technology Factor**

What qualifies this setting appears to be disputed. Booz and Hamilton (1997) evaluated numerous relevant technological factors, whereas Salwani (2009) assessed technological competency, which encompasses understanding of the technology's infrastructure and how to apply it. To avoid technical-organizational overlap, the researcher chooses two key components of technological competency that are relevant to organizational factors: perceived advantages and perceived hazards.

#### **(a) Perceived Risks**

Perceived risks are defined as the potential for loss or negative outcomes that individuals or organizations anticipate when adopting or using new technologies. This concept captures the uncertainty and concerns regarding possible adverse consequences, such as financial loss, privacy breaches, security threats, and performance failures (Featherman & Pavlou, 2003).

Perceived risks are defined as a consumer's or organization's subjective expectations of suffering a loss in the pursuit of a desired outcome, particularly when adopting or using new technologies (Featherman & Pavlou, 2003). These risks represent psychological uncertainty and the possibility of negative outcomes such as financial cost, privacy violations, performance issues, or loss of social standing (Mitchell, 1999). In digital contexts such as E-Banking or e-commerce, perceived risk plays a major role in shaping user behaviour and intention to adopt new systems (Featherman & Pavlou, 2003).

Stone and Grønhaug (1993) define perceived risk as a multidimensional construct that includes financial, privacy, performance, and social risks, all of which impact user behaviour and technology acceptance. In technology adoption literature, perceived risk might hinder consumers from adopting innovations like E-Banking or online transactions owing to trustworthiness and dependability concerns (Pavlou, 2003).

One of the biggest dangers banks faces when delivering E-Banking services is client reluctance, which slows expansion (Zhao et al., 2008). Security has always been

an issue with online transaction technology like E-Banking. Thus, the perception of E-Banking risks will affect its acceptance and expansion.

**(b) Perceived Benefits**

A person's or an organization's perception of the advantages or favorable results of using a new invention or technology is known as perceived benefits (Rogers, 2003). Perceived advantages of technology adoption frequently include increased competitive advantage, convenience, cost savings, greater efficiency, and improved service quality (Davis, 1989). The desire to embrace and keep employing technological breakthroughs is influenced by these advantages, which act as important motivators. Perceived advantages of e-banking, such as round-the-clock accessibility, quicker transaction processing, and a lack of in-person branch visits, have a big influence on organizational adoption and consumer acceptability (Liao & Cheung, 2008).

E-banking's perceived advantages include both direct and indirect advantages for customers and the banking sector. Operational cost reductions enhanced organizational functionality, productivity gains, enhanced efficiency, and higher profitability are examples of direct advantages. Intangible advantages including better customer satisfaction through enhanced services, better banking, and meeting their evolving requirements and lifestyle are examples of indirect benefits (Iacovou, 1995).

**2.3.2 Organization Factor**

Many internal elements, including the degree of top management support, the availability of financial resources, and the sufficiency of human capital, impact an organization's desire and capacity to accept technological breakthroughs (Grover, 1993). These organizational characteristics shape strategic priorities and determine whether firms can successfully commit to and sustain innovation adoption initiatives.

**(a) Management Support**

Senior management or top executives' dedication, engagement, and active support for technical advances is called management support (Thong, 1999). Management support helps allocate resources, reduces internal resistance to change, and aligns technical initiatives with company goals, according to the TOE framework. Strong top management support is needed to launch E-Banking initiatives across banks'

complex structures. When top management supports e-banking, banks might undergo considerable organisational change (Iacovou, 1995).

When top management champions innovation, it signals organizational commitment, motivates employees, and accelerates decision-making and implementation processes (Premkumar & Roberts, 1999). This support is especially critical for complex initiatives like E-Banking adoption, which require coordination across departments, significant investments, and long-term planning. A lack of executive endorsement often leads to delayed adoption, inadequate resource allocation, and poor integration of new technologies (Zhu et al., 2006).

In the context of E-Banking and other digital transformations, management support facilitates effective decision-making, risk management, and the alignment of technological initiatives with overall business objectives (Oliveira & Martins, 2011). Without this support, technology projects risk being underfunded, poorly executed, or abandoned altogether (Premkumar & Roberts, 1999). Moreover, top management plays a pivotal role in communicating the vision and benefits of the technology to stakeholders, ensuring compliance with regulatory requirements, and navigating external pressures such as competition and market demands (Zhu et al., 2006).

#### **(b) Financial Resources**

Financial resources are defined as the monetary assets and funds available to an organization to support its operations, investments, and innovation initiatives. These resources include budgets allocated for technology acquisition, development, maintenance, and training, which are critical for successful adoption and implementation of new technologies (Baker, 2012). Within the Technology-Organization-Environment (TOE) framework, financial resources represent an essential organizational factor that determines an entity's capacity to invest in and sustain technological innovations (Tornatzky & Fleischer, 1990).

Adequate financial backing enables firms to overcome barriers related to high initial costs, ongoing expenses, and risks associated with technology deployment (Premkumar & Roberts, 1999). Insufficient financial resources may delay or prevent adoption altogether, particularly in resource-constrained organizations such as small and medium enterprises (Oliveira & Martins, 2011). Financial resources are an important factor in facilitating innovation adoption for any organization (Iacovou, 1995). Firms with robust financial backing tend to innovate more rapidly and sustain

competitive advantages through continuous technology upgrades (Mithas et al., 2013). Without sufficient funding, organizations may face delays, partial implementations, or failures in their technology initiatives. Thus, adopting enterprises' financial resources are predicted to affect E-Banking practice. Thus, availability and effective management of financial resources significantly influence the pace and success of technological innovation adoption.

**(c) Human Resources**

Human resources are defined as the collective knowledge, skills, competencies, and experiences possessed by the workforce within an organization, which are essential for supporting operational activities and innovation processes (Wright et al., 1994). In the context of technology adoption, human resources refer specifically to the availability of qualified personnel who can understand, implement, and maintain new technological systems (Thong, 1999). The Technology-Organization-Environment (TOE) framework identifies human resources as a critical organizational factor that affects the ability to absorb and leverage technological innovations (Tornatzky & Fleischer, 1990). Adequate human capital enables organizations to manage the complexities of technology integration, troubleshoot issues, and train other employees, thus ensuring smoother adoption and higher success rates (Premkumar & Roberts, 1999).

The availability of knowledgeable employees not only facilitates technical implementation but also helps manage change resistance by providing training, communication, and support to end-users (Thong, 1999). Conversely, a shortage of skilled employees may hinder technology uptake, reduce efficiency, and increase dependency on external consultants, raising costs and risks (Oliveira & Martins, 2011). Therefore, human resources represent a vital asset that shapes an organization's technological capability and innovative capacity. E-Banking development and support require human resources, including skills and knowledge. For efficient and productive sales, qualified staff are needed (Iacovou, 1995).

**2.3.3 Environment Factor**

Environmental context is vital to technological adoption, and certain aspects are more powerful than others, especially in nations with strong political leadership. This

includes legislative framework, technical support infrastructure, government assistance, and competition pressure.

**(a) Legal Framework**

Legal framework is the set of rules, regulations, policies, and standards that regulate technology usage and adoption in a business and its surroundings (Zhu, 2006). It encompasses rules related to data protection, privacy, intellectual property rights, cybersecurity, and compliance requirements that organizations must adhere to when implementing technological innovations.

Within the Technology-Organization-Environment (TOE) framework, the legal framework is an essential environmental factor influencing technology adoption by shaping organizational behaviour and risk management strategies (Tornatzky & Fleischer, 1990). A clear and supportive legal framework provides organizations with confidence and guidelines to adopt new technologies, particularly in sectors like banking and finance, where regulatory compliance is critical (Oliveira & Martins, 2011). Conversely, ambiguous or restrictive legal environments can hinder adoption due to increased uncertainty, compliance costs, and potential legal liabilities (Premkumar & Roberts, 1999). Thus, the presence of an effective legal framework helps mitigate risks and facilitates smoother integration of technological innovations. E-commerce legal frameworks affect the proliferation of online transactions, including E-Banking, according to several research (Martinson & Trappey, 2001).

**(b) Technology Support Infrastructure**

According to Ertmer and Ottenbreit-Leftwich (2010), the term "technology support infrastructure" refers to a structured approach that is designed to guide the planning, implementation, management, and evaluation of technological tools and systems within an organization or educational setting. This approach ensures that users receive the resources, training, and support that they require in order to successfully integrate and maintain their use of technology. According to Hew and Brush (2007), the term "Technology Support Infrastructure" (TSI) refers to a scaffolded strategy that tackles the structural, cultural, and individual elements that influence the adoption and sustained use of technology in institutional settings. TSI is aimed to ensure that users, whether they are educators, administrators, or learners, have enough training, resources, and infrastructure to effectively exploit technology (Ertmer & Ottenbreit-Leftwich, 2010). At its heart, TSI is designed to connect technological tools with the aims of the

institution. According to Anderson and Dexter (2005), Technology Support Infrastructure (TSI) is a collection of organizational structures that encourage leadership in the utilization of technology and guarantee the presence of constant support mechanisms. (Lawless & Pellegrino, 2007) This framework goes beyond providing technical support; it also includes professional development and strategic planning in order to facilitate the development of human and system capacity for the utilization of technology. In the context of electronic banking, TSI serves as the basis for ensuring that both workers and consumers are able to engage with digital banking platforms in an efficient manner. Support on a technical level is involved.

**(c) Government Support**

According to Nelson and Winter (1982), the term "government support" refers to the strategic participation of public institutions in the provision of financial, regulatory, infrastructural, and policy-based assistance to enable the development and acceptance of innovations within a society. This assistance may be provided in a variety of ways, such as through financial subsidies, tax breaks, regulatory frameworks, educational initiatives, and investments in physical infrastructure. In the context of technical or financial innovation, such as the implementation of electronic banking or digital services, the backing of the government plays an essential role in minimizing uncertainty, increasing public trust, and guaranteeing fair access (Zhu & Thatcher, 2010). According to Nelson and Winter (1982), the term "government support" refers to the deliberate participation of public sector organizations in the process of enabling the creation and dissemination of technical advances. This is accomplished through funds, legislative incentives, investments in infrastructure, and collaborations between the public sector and the private sector. (Yoo et al., 2007) Research has shown that when governments implement policies that are supportive of digital adoption or invest in broadband infrastructure, it speeds up the process of digital adoption among enterprises and consumers. Furthermore, the establishment of regulatory clarity and legal frameworks by governments is crucial for the creation of stable settings in which innovation may flourish. It was pointed out by Porter (1990) that the quality of government policies and institutions has a significant impact on the level of national competitiveness. As a result, the support of the government is an essential factor in determining the success of innovation. When it comes to poor nations, where private investment may be restricted, the engagement of the public sector becomes even more crucial in order to build capacity and enable inclusive technological progress (World

Bank, 2020). In light of this, the assistance provided by the government is not only complementary to the efforts made by the private sector, but also frequently serves as the basis for the transformation of large-scale systems.

**(d) Competition Pressure**

According to Porter (1980), the term "competition pressure" refers to the factors that are imposed by competitor organizations or market circumstances that require businesses to innovate, increase their efficiency, and adjust their strategy in order to preserve or strengthen their competitive position. This pressure is a result of the dynamic interactions that occur in the external environment, such as the introduction of new rivals, shifts in the preferences of customers, and developments in technology (Teece, 1986). In order to survive and grow in highly competitive marketplaces, businesses are under constant pressure to lower their costs, enhance the quality of their products, and speed up their innovation cycles (Porter, 1980).

According to Zahra and Pearce (1989), competition pressure is acknowledged as a fundamental driver for organizational change. By pushing businesses to embrace new technology and processes in response to the actions of competitors, this pressure motivates businesses to change. Furthermore, in industries such as banking and e-commerce, the strain of competition frequently increases as a result of globalization and digital transformation, which forces institutions to improve the quality of service delivery and the efficiency of their operations (Ketchen & Short, 2014). For this reason, it is crucial for managers who are looking to design strategies that are both proactive and responsive in unstable market settings to have a solid knowledge of the pressure that competition exerts. The external force applied by competing businesses within an industry that impacts a company's strategic decisions, operational efficiency, and innovation attempts to preserve or improve market share is referred to as competition pressure (Dess & Beard, 1984). Competition pressure is described as the external force that exists inside an industry.

According to Teece et al. (1997), when seen from the perspective of strategic management, competition pressure acts as a catalyst for organizational learning and dynamic capacities, which in turn enables businesses to react speedily to changes in their surrounding environment. Furthermore, in highly volatile and technology-driven businesses, the pressure of competition accelerates product development cycles and encourages the adoption of emerging technologies in order to fulfill the ever-changing expectations of customers (Christensen, 1997). Additionally, it is linked to market

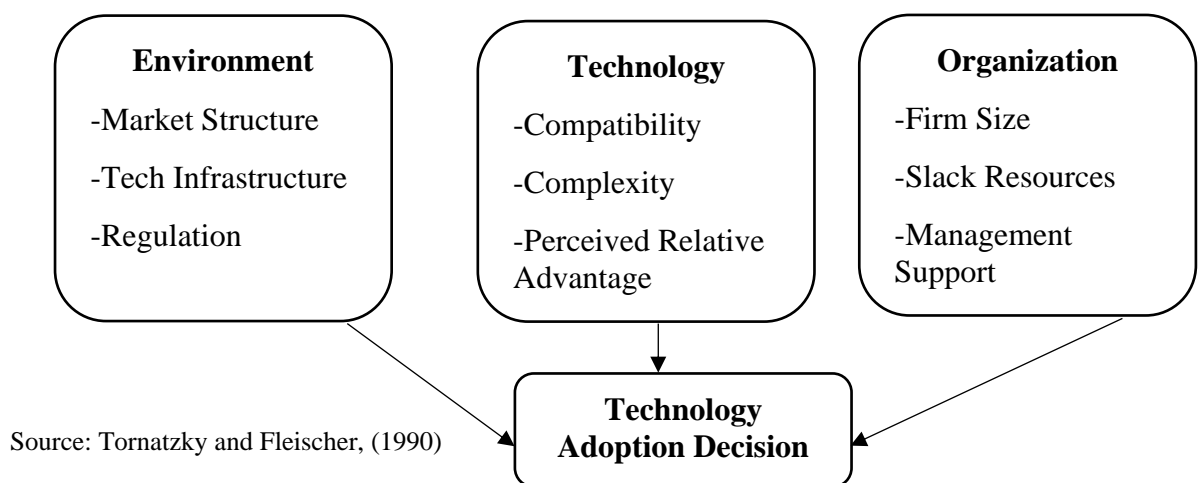
globalization, which is characterized by increasing access to foreign markets, which in turn intensifies competition. As a result, competitive pressure is an essential component in the process of global strategy planning (Peng, 2009).

## 2.4 Related Theory

Each framework offers strengths and downsides depending on the investigation. Study uses technology-organization-environment framework. Tornatzky and Fleischer created the TOE framework to assess technological adoption. This method has been extensively studied and is well-received by organizations implementing innovation (Zhu & Kraemer, 2006).

Tornatzky and Fleischer (1990) say external, organizational, and technological factors affect firm technology adoption. In addition to assessing e-banking methods, this essay examines adoption and implementation. Figure (2.1) depicts the TOE Framework.

**Figure (2.1) Technology- Organization- Environment (TOE) Framework**



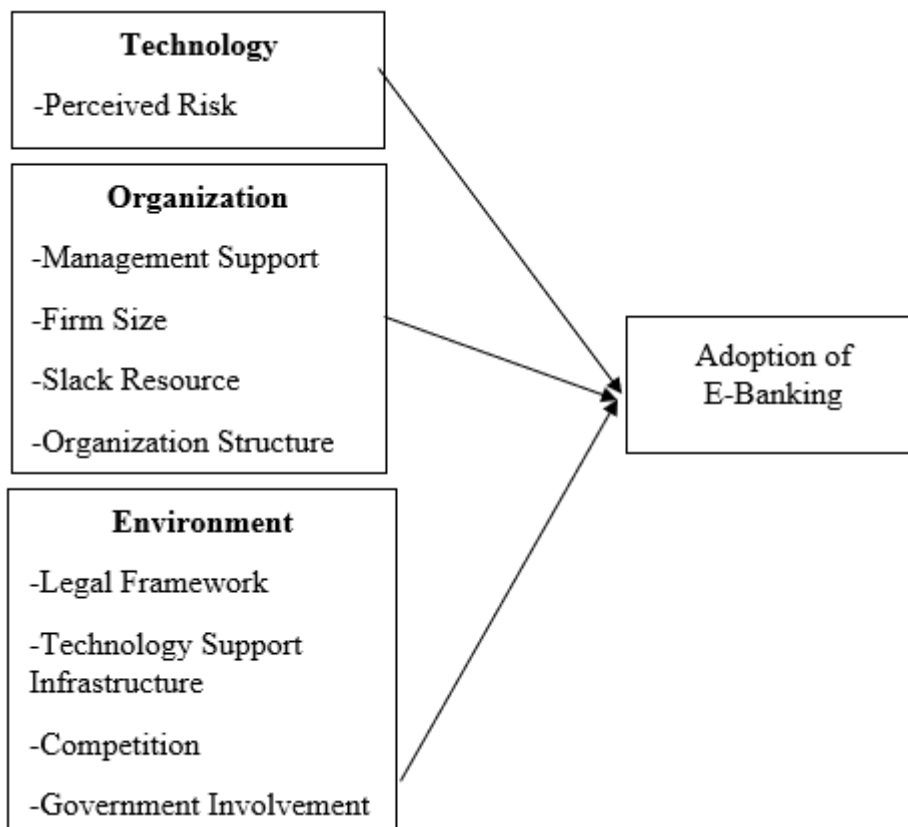
According to Roger's diffusion of innovation (Rogers, 2003), technology adoption studies include relative advantages and drawbacks. However, the organizational component relates to firm attributes that impact internet banking adoption and use. The environmental aspect is an organization's external environment and its aptitude for e-banking growth. The research discovered several features for each context, but the framework only incorporates those crucial for e-banking adoption. The study's components are discussed below. The Technology Organization-

Environment (TOE) paradigm states that technology, organization, and environment affect technological adoption. These factors also hinder and enable technological innovation (DePietro et al., 1990).

## 2.5 Previous Studies

This study uses two previous studies to build the conceptual framework and theoretical backdrop. Gebre (2021) examined the factors influencing banking industry electronic banking uptake. This study examined what drove Oromia International Bank's E-Banking adoption. The Gebre conceptual framework shown in Figure 2.2.

**Figure (2.2) Factors Affecting Adoption of Electronic Banking in Banking Industry**



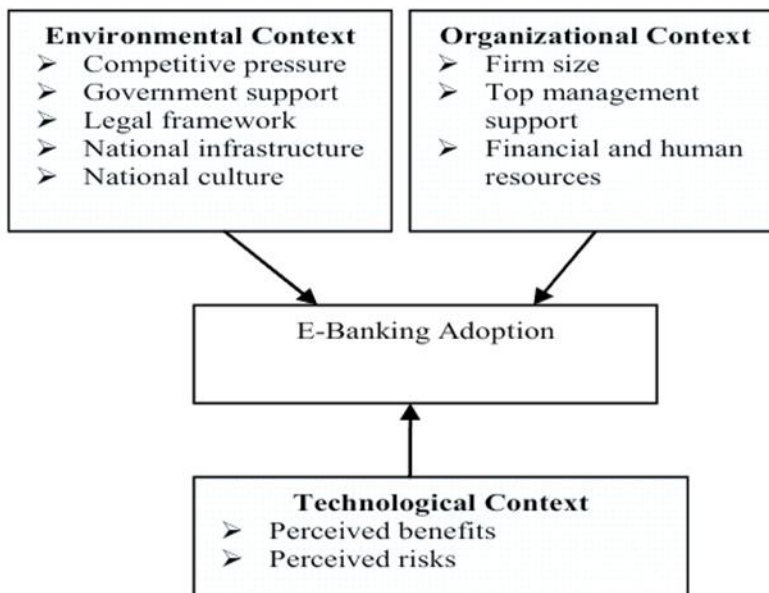
Source: Gebre, (2021)

The E-Banking and ICT Department of Oromia International Bank provided data for the study. Based on a literature study and the researcher's experience with E-

Banking adoption at Oromia International Bank, a mixed-methods research technique was used to answer the research questions. A questionnaire-based explanatory research approach was used. SPSS 20 was used to analyze descriptive statistics. Regression analysis was used to determine how variables affected E-Banking uptake. Pearson correlation examined the three hypothesis' correlations. Multiple regression indicated that independent factors explained a lot of E-Banking adoption variation. The study found that perceived risk, managerial support, business size, legal framework, technical infrastructure, competitiveness, and government participation impact users' readiness to use E-Banking services.

Kurnia et al. (2010) studied Chinese e-banking adoption. This study used a single case study to examine E-financial adoption in China from the financial institution's perspective. Semi-structured interviews and organization document analysis were used to obtain data from three managers of four Chinese banks. In qualitative data analysis, open, axial, and selective coding were used to analyze transcribed interview data and organizational documentation. Kurnia et al.'s conceptual framework is shown in Figure 2.3.

**Figure (2.3) The adoption of Electronic Banking in China**



Source: Kurnia et al. (2010)

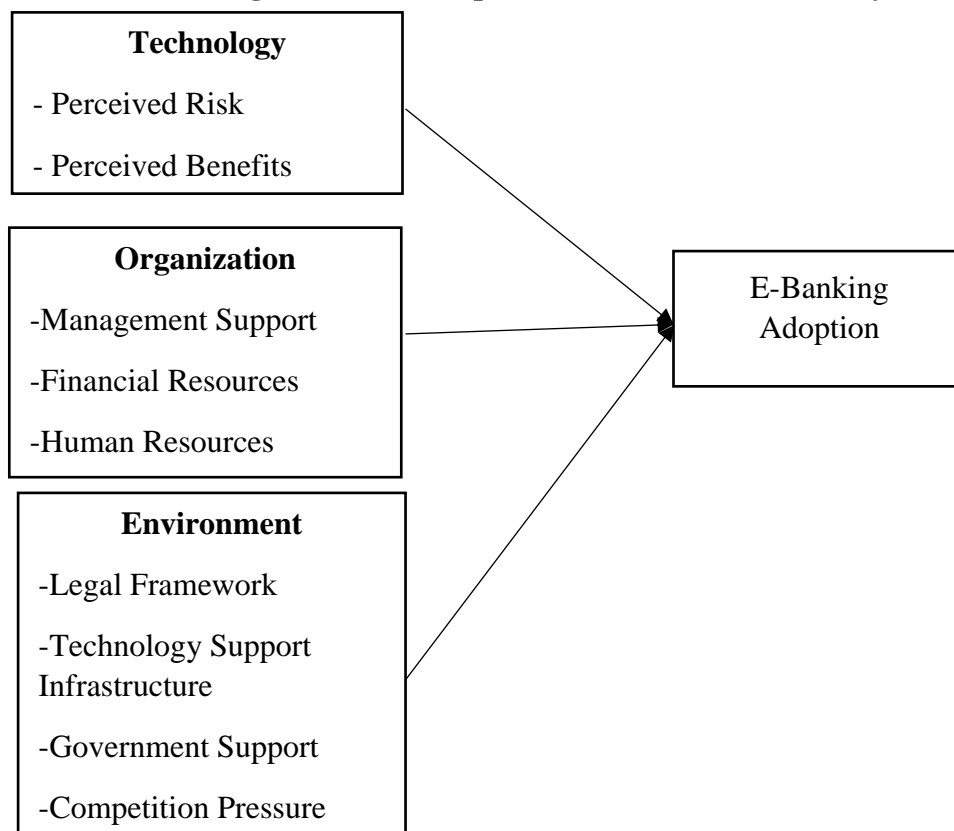
The study found that technological, organizational, and environmental variables impact Chinese electronic banking adoption. Security issues make most consumers

wary of E-Banking. China's E-Banking development is further hampered by inadequate infrastructure for innovative applications and an underdeveloped legislative framework.

## 2.6 Conceptual Framework of the Study

By reviewing the two-preceding research, the study's conceptual framework is created. Study conceptual framework is shown in Figure 2.4.

**Figure (2.4) Conceptual Framework of the Study**



Source: Own Compilation (2025)

Figure (2.4) shows three independent variables in this investigation. Technology, organization, and environment are variables. The Technology-Organization-Environment (TOE) framework explains how internal and external factors affect technological innovation uptake. This study examines how each of these independent variables influences decision-making and E-Banking adoption by the company, providing a comprehensive view of banking sector adoption.

**Working definitions**

**Technology:** technology factor in this study refers perceived risks and benefits about technologies for E-Banking.

**Organization:** organization factor in this study refers managerial support, financial resources and human resources for E-Banking.

**Environment:** environment factor in this study refers legal framework, technology support infrastructure, government support, and competition in the banking industry.

**E-Banking Adoption:** It refers adoption of E-Banking system such as ATM, mobile pay, and internet banking at MTB bank.

## **CHAPTER 3**

### **PROFILE, TECHNOLOGICAL FACTORS, ORGANIZATIONAL FACTORS, AND ENVIRONMENTAL FACTORS OF MTB BANK**

This chapter describes Myanmar Tourism Bank. MTB Bank's organizational structure is also shown. Finally, it discusses technological, organizational, and environmental E-Banking adoption determinants.

#### **3.1 Profile of Myanmar Tourism Bank (MTB)**

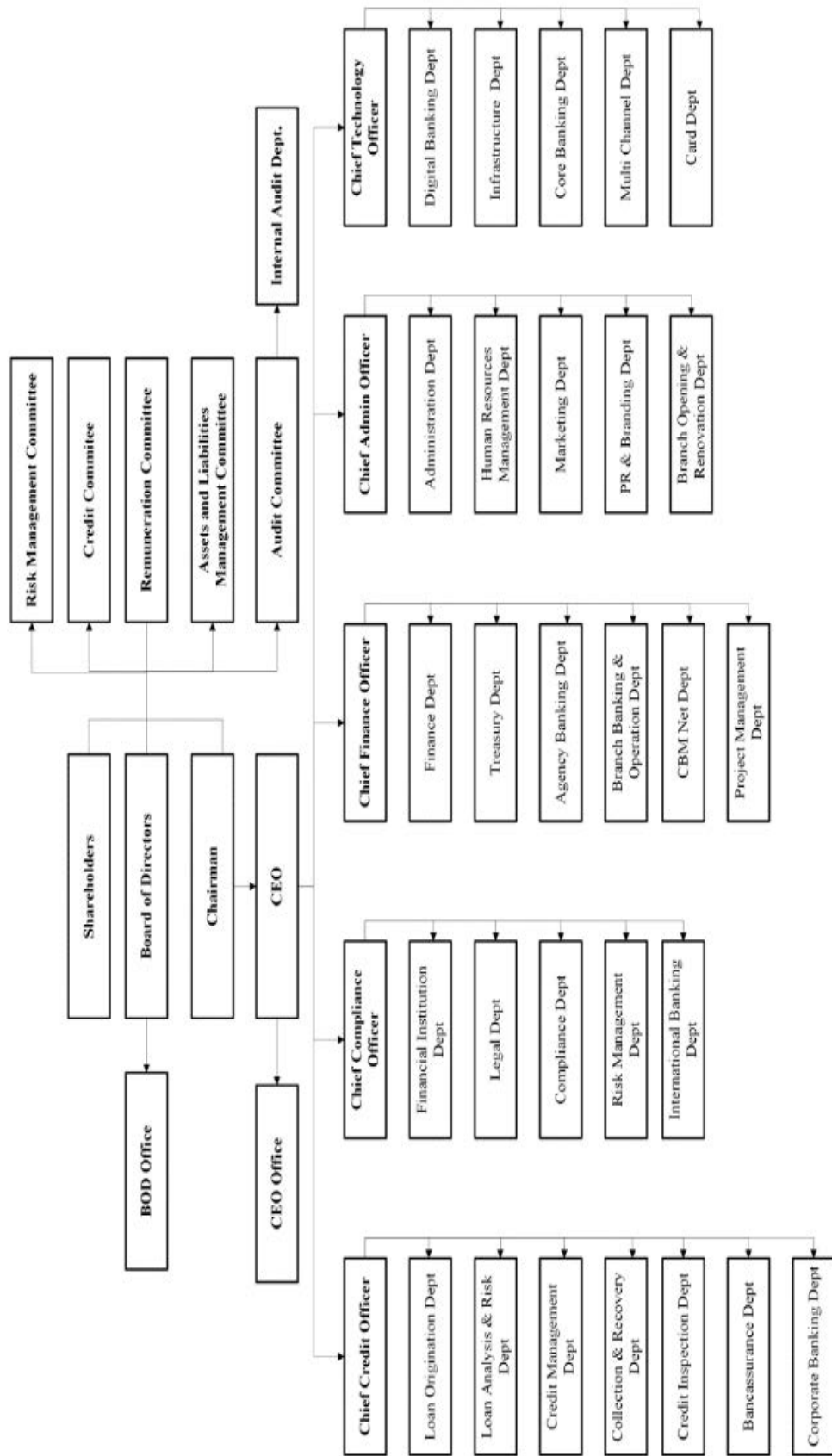
The Central Bank of Myanmar awarded Myanmar Tourism Bank (MTB) a commercial banking license in 2018 under the Financial Institution Law (FI Law). The headquarters is at Yangon's Sule Pagoda Road and has branches nationwide. Tourism-focused Myanmar Tourism Bank (MTB) branches number 18. It employs 500 employees countrywide and provides financial services to various industries.

By providing excellent financial solutions that meet client demands, Myanmar Tourism Bank (MTB) aims to become one of Myanmar's top financial institutions. It provides convenient and efficient financial services with creative solutions and continued investment in contemporary banking technologies. The bank follows banking laws to preserve stability and growth. MTB aspires to benefit its shareholders, contribute significantly to society, and provide gratifying and professional career possibilities for its workers.

#### **3.2 Organizational Structure of Myanmar Tourism Bank (MTB)**

MTB Bank has established a well-defined organizational structure to effectively achieve its vision and mission. This structure provides a clear hierarchy, delineates responsibilities, and facilitates efficient coordination among various departments and units. Figure (3.1) presents the organizational structure of MTB Bank.

**Figure (3.1) Organizational Structure of MTB Bank**



Source: MTB Bank, ( 2025)

Myanma Tourism Bank (MTB Bank) has a hierarchical structure to provide good governance, efficiency, and clear authority. The Shareholders, Board of Directors, and Chairman run the bank. Assisted by the CEO Office and Board of Directors (BOD Office), the CEO manages the company. Risk Management, Credit, Remuneration, Assets and Liabilities Management, and Audit Committees are major governance committees. The Internal Audit Department independently monitors internal policies and regulatory compliance.

Under the CEO, many Chief Officers oversee different operational domains. The Chief Technology Officer manages the bank's digital transformation and technology infrastructure in the Digital Banking, Infrastructure, Core Banking, Multi-Channel, and Card Departments. The Chief Administrative Officer oversees the bank's internal administration and corporate image through the Administration, Human Resources Management, Marketing, PR & Branding, and Branch Opening & Renovation Departments. The Chief Financial Officer oversees the Finance, Treasury, Agency Banking & Operation, CBM, and Project Management Departments to provide financial stability and strategic planning.

The Chief Compliance Officer oversees the Financial Institution, Legal, Compliance, Risk Management, and International Banking Departments and ensures legal and regulatory compliance. Finally, the Chief Credit Officer manages the Loan Origination, Loan Analysis & Risk, Credit Management, Collection & Recovery, Credit Inspection, Bureau/Score, and Corporate Banking departments. With this comprehensive and functionally separated structure, MTB Bank can efficiently support its strategic ambitions, including E-Banking adoption and expansion.

### **3.3 Digital Banking Product (E Banking Services)**

MTB Bank provides an extensive range of Electronic banking products designed to enhance customer convenience and accessibility. These offerings include mobile banking, debit cards, point-of-sale (POS) services, e-commerce platforms, and its proprietary digital wallet, MTB Pay. The mobile banking service at MTB Bank supports both personal and business banking, allowing users to access account balances, view statements, review recent transactions, transfer funds between MTB accounts, and make secure payments. Customers benefit from additional features that facilitate efficient and reliable fund transfers.

In 2022, MTB Bank launched the MTB MPU Debit Card, enabling customers to conduct payments electronically for various goods and services. As a direct link to a customer's deposit account, the debit card supports real-time transactions at ATMs, POS terminals, and online shopping platforms. Users complete transactions by inserting or tapping the card and verifying with a PIN or, for online transactions, by providing card details and a one-time password (OTP). Due to their convenience and broad usability, debit cards play a vital role in promoting cashless banking.

The bank's POS service offers merchants electronic payment terminals compatible with major card schemes such as MPU, JCB, and VISA. This service improves transaction efficiency and security, helping businesses manage customer payments with ease. MTB Bank also delivers e-commerce solutions that enable merchants to receive payments securely through online platforms. These tools support the expanding digital marketplace and ensure a seamless shopping experience for consumers paying with cards issued by various banks.

Additionally, MTB Pay, the bank's mobile wallet service, allows users to store funds digitally and make payments through their smartphones. It supports common financial activities such as bill payments, money transfers, and purchases both online and in physical stores. With an intuitive design and advanced security features, MTB Pay is increasingly favored for its convenience and reliability in digital transactions.

### **3.4 Technological Factors, Organizational Factors, and Environmental Factors Relating to Electronic Banking Adoption**

Myanma Tourism Bank (MTB) has embraced E-Banking as a strategic initiative to enhance customer convenience, improve operational efficiency, and stay competitive in the digital financial landscape.

Technological, organizational, and environmental factors each play a crucial role in the adoption of E-Banking services. In the technological dimension, having secure systems, reliable ICT infrastructure, and user-friendly applications contributes to smoother operations and higher customer satisfaction. Organizationally, strong leadership support, availability of skilled personnel, and clear strategic planning facilitate the integration of E-Banking into daily operations. Internally aligned efforts and staff cooperation enhance the effectiveness of adoption. Environmentally, intense competition among local and foreign banks, regulatory requirements, and increasing customer expectations drive institutions to embrace digital banking. External

collaborations and legal frameworks also shape how efficiently banks implement and scale their E-Banking services. These factors influence the speed, quality, and sustainability of E-Banking adoption in financial institutions.

### **3.4.1 Technological Factors of Myanmar Tourism Bank (MTB)**

The technological factors relating to E-Banking adoption at Myanmar Tourism Bank (MTB) encompass perceived risks and perceived benefits.

#### **(a) Perceived Risk of Electronic Banking**

MTB Bank recognizes that perceived risks such as security concerns, lack of trust, and fears of system failures are significant barriers to E-Banking adoption among its customers. To encounter these risks, the bank has invested heavily in robust cybersecurity measures, including advanced encryption, multi-factor authentication, and continuous monitoring to protect customer data and transactions. MTB Bank also prioritizes transparency by regularly communicating security updates and educating customers about safe online banking practices to build their confidence in the platform. To address concerns about system reliability, the bank has implemented high-availability infrastructure and backup systems to minimize downtime and ensure smooth service continuity. Furthermore, MTB Bank actively gathers customer feedback and provides responsive support to resolve any issues quickly, reinforcing trust in its technology. By focusing on strengthening security, improving system stability, and fostering open communication, MTB Bank aims to reduce customers' perceived risks and promote wider adoption of its E-Banking services.

#### **(b) Perceived Benefits of Electronic Banking**

MTB Bank recognizes the significant benefits gained from adopting E-Banking in delivering services to its customers. The bank believes that offering E-Banking services enhances its competitive position in the market by meeting the growing demand for convenient and accessible banking solutions. Through digital banking, MTB Bank has successfully reduced daily operating costs, such as those associated with branch operations and manual processing, which contributes positively to the bank's overall efficiency and profitability. Additionally, the E-Banking platform enables users to complete their banking activities more quickly, easily, and in a timely manner, benefiting both the customers and the bank. This increased convenience and

efficiency have, in turn, led to higher levels of customer satisfaction, reinforcing the bank's commitment to providing modern, customer-centric financial services. Overall, MTB Bank evaluates these benefits as key drivers for continuing to invest in and promote E-Banking adoption.

### **3.4.2 Organizational Factors of Myanma Tourism Bank (MTB)**

According to the organizational factors influencing E-Banking adoption at Myanma Tourism Bank (MTB), three critical internal resources are highlighted: management support, financial resources, and human resources.

#### **(a) Management Support for Electronic Banking**

The management provides substantial support and encouragement for training and development initiatives aimed at equipping staff with the necessary skills for E-Banking operations. This reflects a proactive approach toward capacity building and technological readiness within the organization. Secondly, the commitment of top-level management to adopt new technology underscores the strategic vision and long-term planning embedded in MTB's digital transformation agenda. Furthermore, the bank's management ensures that employees receive clear and consistent communication regarding E-Banking objectives. This clarity in communication fosters alignment between organizational goals and employee understanding, thereby enhancing cooperation and minimizing resistance to change. Additionally, MTB's leadership makes deliberate efforts to promote E-Banking by highlighting its benefits to customers, which not only facilitates user acceptance but also positions the service as value-enhancing for the bank's customer. Lastly, the allocation of essential resources—including financial, technical, and human—by the top management indicates strong institutional backing for the digital shift. MTB Bank's management support for E-Banking adoption is robust and multifaceted, involving strategic commitment, employee empowerment, resource allocation, and customer-focused initiatives. This strong leadership foundation is vital in ensuring the successful implementation and sustainability of E-Banking services.

#### **(b) Financial Resources for Electronic Banking**

MTB bank acknowledges that implementing technological innovations, such as E-Banking systems, necessitates a high level of investment. This recognition reflects MTB's understanding of the financial commitment required to successfully introduce and maintain digital banking services. In response to these demands, MTB Bank

allocates a dedicated budget specifically for digital innovation and IT development. This financial planning demonstrates strategic foresight and prioritization of digital transformation within the bank's operational framework. Additionally, the bank is evaluated as having sufficient financial capacity to manage the overall costs associated with E-Banking implementation, which includes system installation, software acquisition, and network security infrastructure. MTB Bank also utilizes an adequate portion of its budget for the procurement and maintenance of E-Banking equipment. This includes ensuring the availability of necessary hardware, software updates, and technical support systems, all of which are essential for sustaining reliable and secure E-Banking operations. Furthermore, the bank's established financial networks that effectively link with other banking institutions enhance interconnectivity and interoperability in the E-Banking context, thereby enabling broader transaction capabilities and service delivery.

**(c) Human Resources for Electronic Banking**

MTB Bank has enough well-organized E-Banking application support experts who provide technical assistance and operational guidance, ensuring the system's smooth functionality and user responsiveness. This specialized support structure reflects the bank's commitment to building a strong internal knowledge base for sustaining digital operations. Moreover, the bank employs personnel who possess both technical and managerial skills necessary for the effective utilization and management of E-Banking . These dual competencies are essential for not only operating digital platforms but also aligning them with organizational goals and customer expectations. The general workforce of MTB Bank is also characterized by a sufficient educational level and skill set, which facilitates the adoption of new technologies and minimizes resistance to change. Employee participation in training programs is another key evaluation criterion. The bank reports active cooperation from its employees in E-Banking training sessions, indicating a culture of learning and adaptability. This engagement helps ensure that staff members remain updated with the latest technological advancements and operational procedures. In addition, employees show a genuine interest in using E-Banking, which enhances system utilization, encourages innovation, and contributes to a more customer-centric digital service environment. MTB Bank evaluates its human resources for E-Banking adoption as highly capable and supportive. Through the presence of specialized experts, technically skilled employees, strong educational backgrounds, active training participation, and intrinsic

interest in E-Banking, the bank demonstrates a well-prepared and motivated human resource base for successful digital transformation.

### **3.4.3 Environment Factors of Myanmar Tourism Bank (MTB)**

According to the environmental factors influencing E-Banking adoption at Myanmar Tourism Bank (MTB), four critical internal resources are highlighted: legal framework, technology support infrastructure, government support and competition pressure.

#### **(a) Legal Framework Practice for Electronic Banking**

MTB Bank operates within the regulatory structure established by the Central Bank of Myanmar, which plays a critical role in overseeing E-Banking and digital financial services. This regulatory guidance provides the foundational governance necessary for secure and legally compliant digital operations. Moreover, the Central Bank of Myanmar has issued specific instructions addressing cyber security in relation to E-Banking service usage. MTB Bank actively incorporates these directives into its operational policies, ensuring that risk mitigation measures, data protection protocols, and system safeguards are in place. Such alignment reinforces customer trust and supports secure digital financial transactions. In terms of internal compliance, MTB Bank adheres to a clear and structured legal framework for E-Banking operations. This includes ensuring that all digital banking services are designed, deployed, and managed in accordance with existing legal and regulatory requirements. By embedding legal compliance into service development, the bank minimizes the risks of legal violations and enhances operational legitimacy. Furthermore, the broader regulatory environment in Myanmar continues to evolve, with growing emphasis on developing robust legal frameworks around cyber security for the banking and financial sector. MTB Bank remains responsive to these developments by continuously updating its systems and protocols to remain aligned with national legal reforms. The legal framework surrounding E-Banking adoption at MTB Bank is thoroughly evaluated through its adherence to Central Bank regulations, compliance with cyber security directives, alignment of services with legal standards, and responsiveness to evolving legal developments in Myanmar.

#### **(b) Technology Support Infrastructure for Electronic Banking**

MTB Bank is equipped with an adequate Information and Communication Technology (ICT) infrastructure to support the operational demands of its E-Banking services. This includes the presence of robust hardware systems, reliable data centers,

and updated software platforms that form the backbone of digital banking operations. Furthermore, the quality of internet connectivity and mobile network services available at the bank supports the smooth functioning of E-Banking channels. Stable and fast internet access is essential not only for internal system operations but also for ensuring seamless and uninterrupted access for customers using online and mobile banking services. MTB Bank also offers a variety of E-Banking services that are compatible with the routine business activities of its diverse customer base. These services are designed to cater to individual and corporate needs, including account management, fund transfers, and payment processing, thereby enhancing convenience and digital accessibility. Additionally, the bank has demonstrated a solid understanding of the E-Banking business model, enabling it to strategically position its services in line with evolving digital trends and consumer expectations. Crucially, MTB Bank prioritizes security in its technology infrastructure by implementing highly secure E-Banking system. These systems incorporate encryption protocols, secure authentication mechanisms, and real-time monitoring tools to safeguard sensitive customer data and prevent unauthorized access. Such measures reinforce customer trust and ensure compliance with industry standards. MTB Bank has technology support infrastructure such as ICT adequacy, internet and mobile connectivity, service compatibility with customer needs, understanding of digital business models, and the implementation of secure technologies.

**(c) Government Support for Electronic Banking**

The government of Myanmar is actively promoting the adoption of E-Banking through national-level strategies and awareness campaigns. In addition, the government and local authorities are making consistent efforts to enhance infrastructure that supports E-Banking operations. Investments in telecommunications, internet penetration, and mobile connectivity across urban and rural areas contribute significantly to the broader accessibility and reliability of digital banking services. The government also encourages the usage of internet and e-commerce platforms, which indirectly supports the growth of E-Banking by familiarizing consumers with online financial behaviors. This societal shift toward digital engagement enhances the demand and acceptance of E-Banking services. Moreover, the government promotes innovation by supporting collaborative partnerships among banks, telecommunications providers, and financial technology (fintech) firms. Such policy initiatives enable integrated service delivery models and open the door for innovative financial products that can expand the reach and efficiency of E-Banking. Lastly, the existence of comprehensive legal and regulatory frameworks provided by the government ensures that E-Banking

activities are conducted within a structured and secure legal environment. These laws govern consumer protection, cyber security, data privacy, and institutional compliance, which are critical for the credibility and sustainability of digital banking services. MTB Bank evaluates government support for E-Banking adoption as highly influential and multi-dimensional, involving promotional efforts, infrastructural development, regulatory support, digital literacy advocacy, and encouragement of inter-sectoral innovation.

**(d) Competitive Pressure for Electronic Banking**

MTB Bank experiences high competitive pressure in the E-Banking landscape due to advancements by both local and international banks. Within Myanmar, competition among local banks is strong, with many institutions having already introduced advanced E-Banking services such as mobile banking applications, online fund transfers, internet banking portals, bill payment systems, and cardless ATM withdrawals. These digital offerings have enhanced customer convenience and raised expectations across the industry. Foreign representative banks operating in Myanmar contribute to the competitive intensity by introducing globally advanced digital solutions, including secure mobile wallets, real-time cross-border payment systems, and AI-driven customer service platforms.

In response to these developments, MTB Bank continuously monitors the E-Banking strategies and innovations adopted by both local and international competitors. The bank takes active steps to align with the evolving digital environment, recognizing the importance of maintaining relevance in a competitive market. The bank focuses on areas such as mobile banking app features, online loan applications, and secure digital account opening.

## CHAPTER 4

### ANALYSIS OF INFLUENCING FACTORS ON ELECTRONIC-BANKING ADOPTION AT MTB BANK

This chapter comprises four components, starting with research design. The second segment profiles responses. Third segment gives management personnel' views on influencing variables. MTB Bank E-Banking adoption factors are analysed in the last part.

#### 4.1 Research Design

Only MTB Bank's E-Banking adoption variables are examined in this study. This study uses quantitative methodologies. References include original and secondary data. Primary data is collected using a 5-point Likert scale questionnaire.

Yamane Formula (1967) selects 109 MTB Bank managers by simple random picking among 150 managers. Sample size formula from Yamane (1967):

$$n = \frac{N}{(1 + Ne^2)} = \frac{150}{(1 + 150 (0.05)^2)} = 109$$

The variables in this formula are:

n = the sample size

N = the population of the study

e = the margin error in the calculation

Two-section structured questionnaire. Section A requests demographic data from responders. Section B uses a 5-point Likert scale to assess MTB uptake and influencing variables in E-Banking. Google form-based survey ran from 7 to 20 May 2025. Secondary data includes MTB Bank records, published articles, research papers, relevant textbooks, and foreign studies on the internet. The link between independent factors and dependent variables is tested using descriptive statistics and regression analysis on survey data.

## 4.2 Reliability Test

In research, dependability is how well a study provides consistent and reproducible results under the same conditions. It shows how reliably a test or instrument evaluates a trait. Table (4.1) shows Cronbach's Alpha findings for instrument dependability.

**Table (4.1) Reliability Test**

<b>Sr. No.</b>	<b>Variables</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
1	Perceived Risk	5	.927
2	Perceived Benefits	5	.964
3	Management Support	5	.736
4	Financial Resources	5	.822
5	Human Resources	5	.849
6	Legal Framework	5	.751
7	Technology Support Infrastructure	5	.890
8	Government Support	5	.841
9	Competition Pressure	5	.890
10	E-Banking Adoption	5	.894

Source: Survey Data (2025)

Cronbach's Alpha values are computed for each variable to find out the reliability of variables. Influencing factors and E-Banking adoption are tested for reliability. All variable scores fall in the range of 0.70 to 1.00. According to the findings, each variable's Cronbach's Alpha is more than 0.70, indicating that the findings are reliable and valid (Cronbach, 1951).

## 4.3 Profile of the Respondent

Standardized questionnaires were given to 109 managers to obtain primary data. The demographic profile of responders is crucial to detecting sample population features. Table 4.2 lists the demographics of structured questionnaire respondents.

**Table (4.2) Demographic Data of the Respondents**

No.	Item	Category	No. of Respondents	Percent
1	Gender	Male	52	47.7
		Female	57	52.3
2	Marital Status	Single	64	58.7
		Married	45	41.3
3	Age (Years)	21-30	45	41.3
		31-40	38	34.8
		41-50	17	15.6
		Older than 50	9	8.3
4	Education Level	Bachelor's degree	56	71.6
		Master Degree	45	21.1
		Ph.D Degree	8	7.3
5	Job Position	Officer	68	62.4
		Manager	29	26.6
		General Manager	7	6.4
		President	5	4.6
		Total	109	100.0

Source: Survey Data, 2025

Table (4.2) shows 52 men (47.7% of responders) and 57 women (52.3%). The statistics show that most responders are women. These results indicate that the majority of individuals holding managerial positions at MTB Bank are female.

Most of the respondents are singles, and made up 58.7% of respondents, while married people accounted for 41.3% of respondents. This suggests that single people may be more inclined to use agency banking services due to their flexibility and mobility, with fewer family responsibilities.

The age of respondents is distributed as follows –41.3% of respondents are 21–30 years old, 34.8% of respondents are 31–40 years old, 15.6% of respondents are 41–50 years old, and 8.3% of respondents are older than 50 years. These results indicate that majority of the managerial employees of MTB Bank are young adults.

50 years old, and 8.3% of respondents are older than 50 years. These results indicate that majority of the managerial employees of MTB Bank are young adults.

Regarding the level of education, there are 19 respondents with lower than Bachelor's degree (17.4% of total respondents). Majority of the respondents have a Bachelor's degree (61.5%), while respondents with Master Degree accounted for 21.1%. These results indicate that majority of the managerial employees of MTB Bank are educated individuals with at least undergraduate qualifications.

Among the 109 managerial employees of MTB Bank who participated in the study, the majority—78 respondents (71.6%)—hold a Bachelor's degree. This is followed by 23 respondents (21.1%) who possess a Master's degree, while only 8 respondents (7.3%) have earned a Ph.D. degree.

Regarding job positions, the largest group of respondents—68 individuals (62.4%)—are employed as officers. managers make up the second-largest category, with 29 respondents (26.6%). a smaller number of respondents hold senior management positions, including 7 general managers (6.4%) and 5 presidents (4.6%).

It is concluded that the majority of the managerial employees at MTB Bank are young adult females. This indicates that females are increasingly taking on leadership roles in the banking sector and are more actively engaged in modern financial practices. Most of the respondents are single and well-educated, with the majority holding a Bachelor's degree and employed primarily as officers and managers. This reflects a workforce that values career advancement, flexibility, and modern banking solutions aligned with their professional lifestyles. The age distribution further supports this, as a significant portion of the respondents are between 21 and 40 years old, indicating a young and dynamic managerial base at MTB Bank.

#### **4.4 Respondent Perception on Technology**

This section describes management personnel' technological perceptions (risk and rewards) that impact E-Banking adoption. Structured questionnaire is translated to Google form and gathered from 109 MTB Bank managers. Primary data are obtained using structured questions on a five-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree). According to Best (1977), Table 4.3 shows the mean rating scale.

**Table (4.3) Mean Rating Scale**

No.	Mean Score	Interpretation
1	1.00 – 1.80	Strongly Disagree
2	1.81-2.60	Disagree
3	2.61-3.40	Neutral
4	3.41-4.20	Agree
5	4.21-5.00	Strongly Agree

Source: Best, 1977

To evaluate structured questionnaire data using 5-point Likert scale, Best (1977) identified the mean rating scale, score range, and mean rating. This study utilizes Best (1977) mean rating score.

This section presents the employee perception of technology (perceived risk and perceived benefits), each finding is presented in terms of mean score and standard deviation. Furthermore, the overall mean score is calculated for each variable to summarize employee perception for each variable.

#### **4.4.1 Respondent Perception on Perceived Risk**

Perceived risk of E-Banking of MTB Bank is measured in terms of fearing risk, lacking confidence, associating security risk, distrusting technology, and facing system failure risk. Table (4.4) describes the perceptions of the respondents towards perceived risk.

**Table (4.4) Mean Score of Perceived Risk**

Sr. No.	Description	Mean Score	Std. Deviation
1.	Fearing risk to use E-Banking	1.94	0.64
2.	Lacking confidence in security features	2.01	0.70
3.	Associating security risks with E-Banking	2.37	0.50
4.	Distrusting the technology provided by MTB Bank	1.81	0.64
5.	Facing system failure or downtime risk	2.30	0.50
	<b>Overall Mean</b>		<b>2.08</b>

Source: Survey Data (2025)

According to Table 4.4, the highest mean score 2.37 indicates that most respondents believe E-Banking poses a security concern. The second highest mean score of 2.30 indicates that most respondents believe MTB Bank E-Banking clients may experience system failure or interruption. The total mean score of 2.08 shows that most respondents disagree that MTB Bank E-Banking is risky.

#### 4.4.2 Respondent Perception on Perceived Benefits

Perceived benefits of E-Banking of MTB Bank is measured in terms of gaining benefits, reducing daily operating costs, enhancing competitive position, completing banking activities more quickly, and increasing customer satisfaction. Table (4.5) describes the perceptions of the respondents towards perceived benefits of E-Banking of MTB Bank.

**Table (4.5) Mean Score of Perceived Benefits**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Gaining benefits from the adoption of E-Banking in service delivery to customers	4.25	0.86
2.	Enhancing competitive position in the market through E-Banking services	4.32	0.84
3.	Reducing daily operating costs and generating long-term benefits through E-Banking	4.39	0.76
4.	Completing banking activities more quickly, easily, and timely for mutual advantage	4.34	0.86
5.	Increasing customer satisfaction through the provision of E-Banking services by MTB Bank	4.36	0.78
<b>Overall Mean</b>		<b>4.33</b>	

Source: Survey Data (2025)

Table (4.5) shows that the highest mean score 4.39 indicates that most respondents strongly agree that MTB Bank feels E-Banking services have reduced daily operating costs and can benefit the Bank. The second highest mean score, 4.36, indicates that most respondents strongly agree that MTB Bank's E-Banking services

have boosted customer satisfaction. The total mean score of 4.33 shows that most respondents strongly agree that MTB Bank's E-Banking services are beneficial.

#### 4.5 Respondent Perception on Organization

This section presents the employee perception of organization (management support, financial resources, and human resources), each finding is presented in terms of mean score and standard deviation. Furthermore, the overall mean score is calculated for each variable to summarize employee perception for each variable.

##### 4.5.1 Respondent Perception on Management Support

Management support for MTB Bank E-Banking includes encouragement, dedication, clear communication, concrete facilitation efforts, and necessary resources. Table 4.6 shows respondents' views on MTB Bank management support for E-Banking.

**Table (4.6) Mean Score of Management Support**

<b>Sr. No</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Providing support and encouragement for staff training and development in E-Banking	4.00	0.47
2.	Giving commitment from top-level management to adopt new technology	4.06	0.59
3.	Receiving clear communication from management regarding E-Banking goals	4.11	0.57
4.	Making concrete efforts to facilitate E-Banking acceptance by highlighting its customer benefits	3.95	0.45
5.	Supporting required resources for the successful adoption of E-Banking by top management	4.24	0.69
<b>Overall Mean</b>		<b>4.07</b>	

Source: Survey Data (2025)

Table (4.6) shows that the highest mean score 4.24 indicates that most respondents strongly believe that MTB Bank top management supports E-Banking adoption resources. According to the second highest mean score 4.11, most

respondents strongly believe that management communicates E-Banking aims to staff. Most responders (mean score 4.07, overall) believe that MTB Bank management supports E-Banking deployment.

#### 4.5.2 Respondent Perception on Financial Resources

Financial resources for E-Banking of MTB Bank is measured in terms of high investment cost, set-aside budget, enough financial capacity, adequate budget, and adequate financial networks. Table (4.7) describes the perceptions of the respondents towards financial resources for E-Banking of MTB Bank.

**Table (4.7) Mean Score of Financial Resources**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Requiring high investment cost for implementing technological innovation.	3.91	0.48
2.	Setting aside dedicated budget for digital innovation and IT	4.21	0.85
3.	Having sufficient financial capacity to manage the cost of E-Banking implementation	4.14	0.84
4.	Using adequate budget for purchasing and maintaining E-Banking equipment	4.14	0.62
5.	Maintaining adequate financial networks that link different banks in the E-Banking context	4.03	0.63
<b>Overall Mean</b>		<b>4.08</b>	

Source: Survey Data (2025)

According to Table 4.7, the highest mean score 4.21 indicates that most respondents strongly believe that MTB Bank allocates a digital innovation or IT budget. The second highest mean score, 4.14, indicates that most respondents strongly believe that MTB Bank has considerable financial resources to adopt E-Banking and budgets enough for equipment procurement and maintenance. The aggregate mean score of 4.08 shows that most respondents believe MTB Bank has enough financial resources to deploy and operate E-Banking.

### 4.5.3 Respondents Perception on Human Resources

Human resources for E-Banking of MTB Bank is measured in terms of having E-Banking support experts, technical and managerial skills, sufficient educational level and skills, employees cooperation in E-Banking trainings, and employees' interest. Table (4.8) describes the perceptions of the respondents towards human resources for E-Banking of MTB Bank.

**Table (4.8) Mean Score of Human Resources**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Having well-organized E-Banking application support experts	4.00	0.64
2.	Possessing technical and managerial skills among employees for using E-Banking	4.16	0.74
3.	Having sufficient educational level and skills for E-Banking adoption among employees	4.01	0.52
4.	Actively cooperating in E-Banking trainings by the employees	4.30	0.79
5.	Showing interest in the use of E-Banking among employees	4.39	0.62
	<b>Overall Mean</b>	<b>4.17</b>	

Source: Survey Data (2025)

Table 4.8 shows that the highest mean score of 4.39 indicates that most MTB Bank workers are interested in E-Banking. Most respondents strongly agree that bank personnel regularly participate in E-Banking trainings (second highest mean score 4.30). The aggregate mean score of 4.17 shows that most respondents strongly believe that MTB Bank's human resources are ready for E-Banking.

### 4.6 Respondent Perception on Environment

This section presents the employee perception of environment (legal framework, technology support infrastructure, government support, and competition pressure), each finding is presented in terms of mean score and standard deviation.

Furthermore, the overall mean score is calculated for each variable to summarize employee perception for each variable.

#### 4.6.1 Respondent Perception on Legal Framework

Legal framework for E-Banking of MTB Bank is measured in terms of regulation cybersecurity instruction issuance, compliance assurance efforts, legal-aligned services, and cybersecurity framework development. Table (4.9) shows respondents' views on MTB Bank's E-Banking legislative framework.

**Table (4.9) Mean Score of Legal Framework**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Regulating E-Banking and digital financial services by the Central Bank of Myanmar	4.09	0.70
2.	Issuing instructions for Cybersecurity related to E-Banking service usage by the Central Bank of Myanmar	4.22	0.69
3.	Ensuring compliance with a clear and structured legal framework for E-Banking operations	4.09	0.59
4.	Creating E-Banking services in alignment with the legal framework governing E-Banking	4.07	0.54
5.	Developing legal frameworks around Cybersecurity for banking and financial services in Myanmar	3.93	0.54
	<b>Overall Mean</b>	<b>4.08</b>	

Source: Survey Data (2025)

In Table 4.9, the highest mean score 4.22 indicates that most respondents strongly agree that the Central Bank of Myanmar offers cyber security guidelines for E-Banking. Most respondents strongly agree that the Central Bank oversees E-Banking and digital financial services and that MTB Bank maintains compliance with a comprehensive and organized legislative framework for E-Banking activities (second highest mean score 4.09). Most respondents strongly believe that MTB Bank has an excellent legal framework for E-Banking services, as shown by the mean score of 4.08.

#### 4.6.2 Respondent Perception on Technology Support Infrastructure

Technology support infrastructure for E-Banking of MTB Bank is measured in terms of having adequate ICT infrastructure, supporting network adoption, offering compatible applications, demonstrating business understanding, and implementing secure technology. Table (4.10) shows respondents' views on MTB Bank's E-Banking technological support infrastructure.

**Table (4.10) Mean Score of Technology Support Infrastructure**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Having adequate ICT infrastructure for E-Banking	4.09	0.78
2.	Supporting adoption of E-Banking through quality internet connection and mobile network	4.31	0.81
3.	Offering various E-Banking applications compatible with customers' daily business needs	4.29	0.68
4.	Demonstrating good understanding of the E-Banking business model	4.04	0.58
5.	Implementing highly secured E-Banking technology	4.31	0.66
	<b>Overall Mean</b>	<b>4.21</b>	

Source: Survey Data (2025)

Table (4.10) shows that the highest mean scores of 4.31 indicate that the majority of respondents strongly agree that MTB Bank uses highly protected E-Banking technology and that internet and mobile network quality supports E-Banking. The next highest mean score of 4.29 indicates significant agreement that MTB Bank offers E-Banking services for daily business needs. The aggregate mean score of 4.21 shows that most respondents strongly agree that MTB Bank has a comprehensive and secure technical infrastructure for E-Banking.

#### 4.6.3 Respondent Perception on Government Support

Government support infrastructure for E-Banking of MTB Bank is measured in terms of E-Banking adoption promotion, infrastructure improvement efforts, internet

and e-commerce usage encouragement, and innovation support partnerships and law regulation provision. Table (4.11) shows respondents' views on government support for MTB Bank E-Banking.

**Table (4.11) Mean Score of Government Support**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Promoting E-Banking adoption by the government	4.02	0.78
2.	Improving infrastructure for E-Banking by the government and local authorities	4.06	0.53
3.	Encouraging Internet and e-commerce usage by the government	4.13	0.88
4.	Supporting innovation through partnerships between banks, telecom companies, and fintechs	3.96	0.77
5.	Providing laws and regulations for E-Banking by the government	4.15	0.62
<b>Overall Mean</b>		<b>4.06</b>	

Source: Survey Data (2025)

Table (4.11), with the highest mean score of 4.15, shows that most respondents strongly believe that the government has good E-Banking legislation and regulations. The second highest mean score of 4.13 shows significant agreement that the government promotes Internet and e-commerce. Most respondents think that the government supports E-Banking acceptance and growth in Myanmar, with a mean score of 4.06.

#### **4.6.4 Respondent Perception on Competition Pressure**

Competition pressure for E-Banking of MTB Bank is measured in terms of local bank competition, foreign bank rivalry, competitor activity monitoring, strategic E-Banking adoption, and advanced service implementation. Table (4.12) shows respondents' views on MTB Bank's E-Banking competition pressure.

**Table (4.12) Mean Score of Competition Pressure**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Facing strong competition between local banks through E-Banking	4.34	0.75
2.	Experiencing intense competition from foreign representative banks in Myanmar	3.78	0.50
3.	Monitoring and responding to E-Banking developments by local and international competitors	4.25	0.84
4.	Adopting E-Banking strategies in response to competitor implementation	4.29	0.76
5.	Implementing advanced E-Banking services by competitor banks	4.20	0.80
	<b>Overall Mean</b>		<b>4.17</b>

Source: Survey Data (2025)

Table (4.12) shows that the highest mean score of 4.34 indicates that most respondents strongly believe that local banks compete through E-Banking. The second-highest mean score of 4.29 indicates great agreement that MTB Bank embraces E-Banking due to competition. With a mean score of 4.25, most respondents think that MTB Bank regularly observes and responds to local and worldwide E-Banking trends. The aggregate mean score of 4.17 shows that respondents think competitive pressure greatly impacts MTB Bank's E-Banking initiatives and uptake.

Table 4.13 shows the mean summary of influential aspects including perceived risk, benefit, management support, financial resource, human resource, legal framework, technological support infrastructure, government assistance, and competition pressure. These mean scores come from each influencing factor's total mean score.

**Table (4.13) Overall Mean Score**

<b>No.</b>	<b>Influencing Factors</b>	<b>Mean Score</b>
1.	Perceived Risk	2.08
2.	Perceived Benefit	4.33
3.	Management Support	4.07
4.	Financial Resources	4.08
5.	Human Resources	4.17
6.	Legal Framework	4.08
7.	Technology Support Infrastructure	4.21
8.	Government Support	4.06
9.	Competition Pressure	4.17

Source: Survey Data, 2025

The study found that all contributing factor mean ratings except perceived hazards are over 3.00, moderate. The data show that workers see E-Banking adoption factors positively. Employees also see modest E-Banking adoption risks, since the mean score is below 3.00.

#### **4.7 Respondent Perception on E-Banking Adoption**

E-Banking adoption of MTB Bank is measured in terms of E-Banking innovation feasibility, successful E-Banking implementation, strategic plan support, E-Banking innovation adoption, and customer service acceptance. Table (4.14) describes the perceptions of the respondents towards E-Banking adoption of MTB Bank.

**Table (4.14) Mean Score of E-Banking Adoption**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean Score</b>	<b>Std. Deviation</b>
1.	Ensuring feasibility of E-Banking innovations	4.04	0.51
2.	Successfully implementing E-Banking	4.36	0.67
3.	Supporting achievement of strategic plans through E-Banking	4.34	0.72
4.	Adopting E-Banking as innovation	4.38	0.73
5.	Willingly accepting E-Banking services by customers	4.45	0.69
	<b>Overall Mean</b>	<b>4.31</b>	

Source: Survey Data (2025)

Table (4.14) shows that the highest mean score of 4.45 suggests that most respondents strongly believe that customers will adopt MTB Bank's E-Banking service. The second highest mean score of 4.38 indicates significant agreement that MTB Bank's technical innovation includes E-Banking. Most respondents said MTB Bank uses E-Banking well, scoring 4.36 on average. The mean score of 4.31 indicates that respondents strongly think that MTB Bank's E-Banking adoption is practicable, strategically aligned, and customer-accepted.

#### **4.8 Analysis of Influencing Factors**

This section discusses E-Banking adoption and contributing variables. Multiple regression is utilized to analyse MTB Bank's 109 management workers' data.

##### **4.8.1 Analysis of the Effect of Technology, Organization and Environment on Electronic Banking Adoption**

Based on survey data, this section shows how Technology, Organization, and Environment (TOE) affect E-Banking adoption. Regression results in Table 4.15.

**Table (4.15) Effect of Technology, Organization and Environment on E-Banking Adoption**

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.123	.110		1.120	.265	
Technology	.552***	.045	.596	12.272	.000	5.941
Organization	.219***	.069	.168	3.162	.002	7.141
Environment	.270***	.073	.245	3.702	.000	6.015
R Square	.958					
Adjusted R Square	.957					
F value	804.399***					

Source: Survey Data (2025)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

Table (4.15) shows that this model can explain 95.7% of the variation in influencing factors predicted by E-Banking adoption since the adjusted R square is 0.957. The model's F value is highly significant at the 1% level, demonstrating validity. Multicollinearity is absent in this study since all Variance Inflation Factor (VIF) values are less than 10. All contributing factors are statistically significant for E-Banking adoption.

Technology is important, with 1% e-banking penetration. Thus, enhancing MTB Bank's technology may boost E-banking use. Organization is important with 1% E-banking usage. This suggests that improving MTB Bank's organization will boost E-banking use. Finally, environment greatly influences E-banking adoption at 1%. This suggests that enhancing MTB Bank's environment may boost e-banking use.

Technology is the greatest of the three significant explanatory factors by standardized coefficient (Beta). It shows that technological preparedness, such as secure infrastructure, reliable risk perception systems, and innovation, is most important for E-Banking acceptance. Thus, technology dominates this scenario.

#### 4.8.2 Analysis of the Factors Affecting on E-Banking Adoption

This section presents the effect of nine factors affecting on E-Banking adoption based on the survey data. Regression result is shown in Table (4.16).

**Table (4.16) Effect of Factors Affecting on E-Banking Adoption**

Variables	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error				
(Constant)	.395	.230		1.714	.090	
Perceived Risk	-.087***	.024	-.127	-3.636	.000	1.881
Perceived Benefits	.077*	.042	.105	1.847	.068	5.001
Management Support	-.041	.057	-.028	-.710	.480	2.455
Financial Resources	.205***	.054	.195	3.813	.000	4.039
Human Resources	.085	.064	.080	1.328	.187	5.624
Legal Framework	.354***	.063	.275	5.630	.000	3.673
Technology Support Infrastructure	.096	.059	.101	1.626	.107	5.993
Government Support	-.072	.060	-.073	-1.197	.234	5.774
Competition Pressure	.283***	.061	.311	4.635	.000	6.949
R Square	.936					
Adjusted R Square	.930					

Source: Survey Data (2025)

\*\*\* Significant at 1% level, \*\* Significant at 5% level, \* Significant at 10% level

Table (4.16), with an adjusted R square of 0.930, shows that this model can explain 93.0% of E-Banking adoption-predicted influencing variables. The F value is extremely significant at 1%, making this model viable. Multicollinearity is absent in this study since all Variance Inflation Factor (VIF) values are less than 10.

The regression results show that perceived risk closely correlates with 1% E-Banking uptake. E-Banking adoption may decline as perceived risk rises. At 1% E-Banking usage, perceived benefits are large. This suggests that increasing E-Banking's perceived benefits will boost adoption. Financial resources are also important for 1% E-Banking adoption. This suggests that boosting E-Banking funding may increase adoption. The regression findings also show that the legislative framework greatly influences E-Banking adoption at the 1% level. Improving the legal foundation for E-

Banking may improve adoption. Finally, competitive pressure greatly influences E-Banking adoption at 1%. Increasing competitive pressure may increase E-Banking adoption.

Competition pressure is the greatest of five significant explanatory factors by standardized coefficient (Beta) score. Competitive pressure within the banking industry serves as a significant catalyst for the adoption of E-Banking technologies. In an increasingly digital financial landscape, banks are compelled to respond to both domestic and international competition to maintain relevance and market share. The presence of strong competition among local banks offering E-Banking services drives institutions, such as MTB Bank, to continuously upgrade and innovate their digital platforms to meet customer expectations and retain a competitive edge. Moreover, the entry and expansion of foreign representative banks in Myanmar introduce heightened competitive dynamics. These international banks often bring advanced digital solutions, setting higher industry benchmarks and exerting additional pressure on local banks to enhance their own E-Banking capabilities. As such, competition from foreign entities accelerates the digital transformation process across the local banking sector.

## **CHAPTER 5**

### **CONCLUSION**

This chapter begins with results and debates. Based on findings, recommendations are made. Finally, research needs are stated.

#### **5.1 Findings and Discussions**

This study identifies and analyses MTB Bank's E-Banking adoption variables. Taro Yamane's sample size calculation was used to randomly choose 109 management personnel to complete 5-point Likert scale questionnaires for main data. Secondary data from MTB Bank publications, textbooks, research papers, and web sources were used. Data was analysed using regression.

Based on the demographic characteristics of the respondents, it is concluded that the majority of the managerial employees at MTB Bank are young adult females. This indicates that women are increasingly occupying managerial roles within the banking sector and are actively participating in contemporary financial practices. Most of the respondents are single, highly educated individuals, with a large proportion holding a Bachelor's degree and serving primarily in officer and managerial positions. This highlights a professional workforce that prioritizes career development, embraces flexible working environments, and aligns well with innovative banking solutions. Additionally, the age distribution reveals that a significant number of respondents fall between 21 and 40 years old, emphasizing the presence of a young and progressive managerial team at MTB Bank.

All variables in this study had sufficient internal consistency, according to reliability analysis. Thus, the structured questionnaire items were consistent, confirming the study's conclusions. According to the descriptive study, most respondents believe that MTB Bank E-Banking poses security risks. Respondents also agree that MTB Bank E-Banking users may experience system malfunction or downtime. Thus, most people disagree that MTB Bank E-Banking is risky. The majority of respondents strongly agree that MTB Bank feels E-Banking has reduced daily operational costs and can benefit the Bank. Most respondents strongly agree that MTB Bank's E-Banking services have boosted customer satisfaction. Thus, most respondents strongly agree that MTB Bank's E-Banking services offer high perceived

advantages and good perceptions. Most responders strongly believe that MTB Bank senior management promotes E-Banking adoption resources. Most respondents also strongly believe that management communicates E-Banking aims to staff. The majority of respondents say MTB Bank's management significantly supports E-Banking and like this support. Descriptive financial resource analysis shows that most respondents strongly believe MTB Bank has a digital innovation or IT budget. Most respondents strongly believe that MTB Bank has enough financial resources to execute E-Banking and budgets sufficiently for equipment acquisition and maintenance. Most respondents believe MTB Bank has the financial resources to establish and operate E-Banking services, and they see the bank's financial support positively. Most respondents strongly agree that MTB Bank personnel are interested in E-Banking. Most respondents also strongly agree that bank personnel actively participate in E-Banking trainings. Most respondents strongly believe that MTB Bank's human resources are well-equipped for E-Banking adoption and assistance, and they have a good view of how prepared they are. Most respondents strongly agree that the Central Bank of Myanmar gives cyber security instructions for E-Banking. Most respondents strongly believe that the Central Bank controls E-Banking and digital financial services and that MTB Bank enforces a comprehensive and organized legislative framework for E-Banking activities. Thus, most respondents strongly believe that MTB Bank has a good legislative framework for E-Banking services and a positive regulatory environment. Most respondents strongly agree that MTB Bank uses highly secure E-Banking technology and that internet and mobile network quality supports E-Banking. Also, most respondents strongly believe that MTB Bank delivers E-Banking solutions that meet clients' everyday business demands. Thus, most respondents strongly agree that MTB Bank has a comprehensive and secure technological infrastructure for E-Banking and a good view of its technical skills. The majority strongly agree that the government offers good E-Banking legislation and regulations. Most respondents also strongly believe that the government promotes Internet and e-commerce. Thus, most respondents believe the government supports E-Banking acceptance and growth in Myanmar and approves of government activities.

Most respondents believe local banks compete fiercely through E-Banking. Additionally, most respondents strongly believe that MTB Bank embraces E-Banking due to rivals' deployment. The majority of respondents believe MTB Bank regularly analyzes and responds to local and international rivals' E-Banking advancements. On

average, respondents think that competition pressure greatly impacts MTB Bank's E-Banking tactics and implementation. Descriptive study of E-Banking adoption shows that most respondents strongly believe that MTB Bank customers are eager to use it. Most respondents also strongly believe that MTB Bank's technical innovation includes E-Banking. Most responders strongly believe that MTB Bank uses E-Banking well. According to the mean value of customer approval, respondents strongly believe that MTB Bank's E-Banking adoption is viable, strategically aligned, and well received.

The regression findings show that Technology, Organization, and Environment (TOE) positively affect E-Banking adoption. Technology is the biggest influence on E-Banking uptake. In addition, perceived advantages, financial resources, regulatory framework, and competition pressure positively affect E-Banking adoption among nine TOE elements. Among the nine TOE (Technology–Organization–Environment) elements, perceived advantages, financial resources, regulatory framework, and competitive pressure positively affect E-Banking adoption. Organizations are more likely to implement E-Banking if they see concrete benefits like greater efficiency, cost savings, and customer service. Since E-Banking requires major infrastructure, technological, and training investments, financial resources are also crucial. Financially strong institutions can support such projects. A solid legal framework reduces risks and builds confidence in digital financial services by providing regulatory certainty, data protection, and client security. Finally, banks use digital transformation to retain or improve their market position as competitors do. These conditions foster E-Banking success. However, perceived danger hinders E-Banking adoption. E-Banking solutions are trusted and used by individuals and companies that feel they are secure from security breaches, fraud, identity theft, and service failures. Strong financial data security, reliable digital transactions, and secure banking systems boost user confidence and banking sector adoption of digital banking services by decreasing perceived risks.

## **5.2 Suggestions and Recommendations**

Based on the survey findings, MTB Bank can enhance its E-Banking adoption and make further overall improvements to the system. Firstly, MTB bank should pay attention to competition pressure since it is the most influencing factors on E-Banking adoption. MTB Bank should leverage its deep understanding of local customer needs by offering tailored E-Banking services that foreign banks may not provide. It should

enhance the user experience by developing secure, user-friendly digital platforms with intuitive interfaces and reliable customer support to make E-Banking more accessible and attractive. MTB Bank should attract and retain customers by offering competitive pricing, attractive interest rates, and promotional incentives such as cashback and loyalty rewards. MTB Bank should proactively invest in developing and implementing advanced E-Banking services to keep pace with competitors. The bank should prioritize continuous innovation by upgrading its digital platforms to offer features like real-time payments, seamless mobile banking. By following these strategies, MTB Bank can easily adopt new E-Banking services and make further improvements to enhance its offerings.

For legal framework, MTB Bank should take a leading role in advocating for the development of comprehensive legal frameworks around cybersecurity within Myanmar's banking and financial sector. MTB Bank should actively collaborate with regulators, including the Central Bank of Myanmar, to support the drafting and implementation of clear cybersecurity laws that define institutional responsibilities, data protection standards, and breach response protocols. Moreover, MTB Bank should ensure that the development and delivery of its E-Banking services fully align with the existing legal and regulatory framework governing digital financial services in Myanmar. Furthermore, MTB Bank should adopt industry best practices and international standards to reinforce legal compliance and improve service quality. By embedding legal compliance into its E-Banking strategy, MTB Bank will safeguard customer trust, reduce operational risk, and set a strong foundation for sustainable digital growth.

For financial resources, MTB Bank should prioritize budget allocation for key innovation areas such as cybersecurity, core banking system modernization, mobile banking enhancements, and data analytics platforms. To manage high investment costs efficiently, MTB Bank should explore co-investment opportunities through partnerships with fintech companies, technology vendors, or development organizations. MTB Bank should ensure that each investment delivers measurable returns—such as improved customer satisfaction, operational efficiency, and increased digital adoption—by establishing clear KPIs and monitoring progress. MTB Bank should establish financial network that effectively link with other banking institution enhance interconnectivity and interoperability in E-Banking context. By strategically allocating financial resources and fostering strong interbank connectivity, MTB Bank

will enhance service efficiency, drive innovation, and build a resilient foundation for inclusive and sustainable digital banking growth.

For perceived benefits, MTB Bank should fully leverage the adoption of E-Banking to enhance the quality, efficiency, and accessibility of its services to customers. By digitizing service delivery, the bank can offer 24/7 access to banking solutions, reduce transaction costs, and improve turnaround time for routine financial activities. MTB Bank should use E-Banking platforms to provide personalized, user-friendly experiences through features such as mobile banking, real-time account access, instant fund transfers, and digital loan applications. To maximize benefits, MTB Bank should continuously gather customer feedback and usage data to refine digital offerings and introduce new features that address user needs. The bank should also automate back-end processes to improve operational efficiency and reduce the risk of human error. MTB Bank should promote E-Banking adoption through awareness campaigns, user education, and incentive programs that encourage customers to shift from traditional channels to digital platforms. By doing so, the bank can lower branch traffic, cut operational costs, and reach underserved populations more effectively. Through the strategic use of E-Banking, MTB Bank will strengthen its market position, build customer loyalty, and create scalable, cost-effective service models that support long-term growth.

MTB Bank should establish a multi-layered cybersecurity plan to reduce E-Banking security threats. To protect client data and online transactions, the bank should use end-to-end encryption, firewalls, intrusion detection systems, and SSL protocols. MTB Bank should also use two-factor authentication, biometric verification, and secure password restrictions to prevent unwanted access. Regular security assessments and penetration testing should help the bank find and fix system vulnerabilities before they are exploited. Additionally, MTB Bank should create a cybersecurity team to monitor threats in real time and respond quickly to security events. MTB Bank will mitigate cyber risks, safeguard customer confidence, and offer digital financial services safely and reliably by implementing robust security policies across its E-Banking ecosystem.

### **5.3 Need for Further Research**

This study focuses solely on the factors affecting E-Banking adoption at MTB Bank and does not include other banks in Myanmar. Therefore, further research should investigate E-Banking adoption across multiple banks to provide a comprehensive view

of the banking sector's digital transformation. Additionally, this study examines selected factors influencing E-Banking adoption based on the Technology-Organization-Environment (TOE) framework. It is recommended that future research explore additional factors such as organizational culture, customer behavior, marketing strategies, and technological innovations. Including these factors will offer deeper insights into what drives or hinders E-Banking adoption in banks, enabling more effective strategies for wider digital banking implementation.

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# **APPENDIX A**

## **QUESTIONNAIRE**

**Dear Respondent,**

The below mentioned questionnaire is for research title “Factors Affecting Adoption of E-Banking At MTB Bank”. Please tick your response for the following questions. Your time and effort to complete this survey will be appreciated. The information you provide will be kept confidential and will only be used for research purpose.

### **Part (A) Individual Factors**

#### **1. Gender:**

Male

Female

#### **2. Marital Status:**

Single

Married

#### **3. Age:**

20 or younger

21-30 years

31-40 years

41-50 years

Older than 50 years

#### **4. Education Level:**

Lower than Bachelor’s degree

Bachelor’s degree

Master Degree

Other, please specify\_\_\_\_\_

**5. Job Position:**

Officer

Manager

General Manger

President

Other, please specify \_\_\_\_\_

**6. Working Experience at MTB bank:**

<6 months

6 months to 1 year

1-3 years

More than 3 years

## Part (B)

The following statements relate to customer perceptions towards e-Banking of MTB Bank. To what extent do you agree or disagree with each of the statement?

Use a scale where 1- Strongly disagree, 2- disagree, 3- Neither agree nor disagree, and 4- Agree and 5-Strongly agree.

### Technology

#### I. Perceived Risk

No.	Particular	1	2	3	4	5
1.	Customers fear risk to use E-Banking.					
2.	Customers have lack of confidence with the security.					
3.	Security risk is associated with E-Banking.					
4.	Customers do not trust the technology provided by MTB Bank.					
5.	Customer can face system failure or downtime risk of E-Banking of MTB Bank.					

#### II. Perceived Benefits

No.	Particular	1	2	3	4	5
1.	MTB Bank gains the benefits gained from the adoption of E-Banking in the delivery of service to customers.					
2.	The Bank believe that E-Banking services will enhance competitive position in the market.					
3.	MTB Bank believes that E-Banking services have helped to reduce the daily operating cost and can benefits.					
4.	E-Banking of MTB Bank enables users to complete Banking activities more quickly, easily and timely that can profit both as well.					
5.	MTB Bank that provides the E-Banking service increased the degree of customer satisfaction.					

## Organization

### I. Management Support

No.	Particular	1	2	3	4	5
1.	The management provides enough support and encouragement for training and development of the staff for E-Banking.					
2.	Top level management of MTB Bank gives commitments to adopt new technology.					
3.	Employees receive clear communication from management about e-Banking goals.					
4.	Management of MTB Bank has been making concrete efforts to facilitate the acceptance of E- Banking by bringing out its benefits to the customers.					
5.	Top management of MTB Bank supports the required resources for E-Banking adoption.					

### II. Financial Resources

No.	Particular	1	2	3	4	5
1.	Implementing technological innovation requires high investment cost.					
2.	MTB Bank sets aside a dedicated digital innovation or IT budget.					
3.	MTB Bank has enough financial capacity to deal with the cost of implementation of E-Banking.					
4.	MTB Bank uses adequate budget for the purchase and maintenance of e-Banking equipment.					
5.	MTB Bank has adequate financial networks that links different Banks in E-Banking context.					

### III. Human Resources

No.	Particular	1	2	3	4	5
1.	MTB Bank has well-organized E-Banking application support experts.					
2.	There are employees who have technical and managerial skills on using E-Banking.					
3.	Employees of MTB Bank have sufficient educational level and skill for adoption of E-Banking.					

4.	The Bank employees actively cooperate in E-Banking trainings.					
5.	Employees of MTB Bank are interested in the use of E-Banking.					

## Environment

### I. Legal Framework

No.	Particular	1	2	3	4	5
1.	Central Bank of Myanmar regulates E-Banking and digital financial services.					
2.	Central Bank of Myanmar issues the instructions for cyber security regarding with E-Banking service usage.					
3.	MTB Bank ensures compliance with a clear and structured legal framework for E-Banking operations.					
4.	MTB Bank ensures that all E-Banking services are created in alignment with the legal framework governing E-Banking.					
5.	Myanmar has been developing legal frameworks around Cyber security for Banking and financial services.					

### II. Technology Support Infrastructure

No.	Particular	1	2	3	4	5
1.	There is an adequate ICT infrastructure at MTB Bank for E- Banking					
2.	The quality of internet connection and mobile network supports adoption of E- Banking.					
3.	MTB Bank has various E-Banking applications that can be compatible with customers daily business needs.					
4.	MTB Bank has a good understanding of E-Banking business model.					
5.	Highly secured E-Banking technology is implemented in MTB Bank.					

### III. Government Support

No.	Particular	1	2	3	4	5
1.	Government promotes E-Banking adoption.					
2.	The government and local authorities are actively improving infrastructure for E-Banking.					
3.	Government encourages and promotes the usage of Internet and e-commerce.					
4.	The government supports innovation by allowing partnerships between Banks, telecom companies, and fintechs.					
5.	The government provides good laws and regulations for E- Banking.					

### IV. Competition Pressure

No	Particular	1	2	3	4	5
1.	There are strong competition between local Banks through E-Banking.					
2.	Competition from foreign representative Bank in Myanmar is intense,					
3.	MTB Bank monitors and takes action to the E-Banking changes and development by local and international competitors.					
4.	MTB Bank adopts E-Banking as a result of competitor's implementation.					
5.	Competitor Banks have already implemented advanced E-Banking services.					

### E-Banking Adoption

No.	Particular	1	2	3	4	5
1.	E-Banking innovations are feasible in MTB Bank.					
2.	MTB Bank successfully implements E-Banking.					
3.	E-Banking supports to achieve strategic plan of MTB Bank.					
4.	E-Banking adoption is part of technological innovation of MTB Bank.					
5.	Customers are willing to accept E-Banking service of MTB Bank.					

## APPENDIX

### SPSS OUTPUT

#### T.O.E To E-banking Adopation

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 <sup>a</sup>	.958	.957	.11612

a. Predictors: (Constant), Environment Mean, Technology Mean, Oraganization Mean

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.539	3	10.846	804.399	.000 <sup>b</sup>
	Residual	1.416	105	.013		
	Total	33.954	108			

a. Dependent Variable: E-Banking Adoption Mean

b. Predictors: (Constant), Environment Mean, Technology Mean, Oraganization Mean

##### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.123	.110		1.120	.265		
	Technology Mean	.552	.045	.596	12.272	.000	.168	5.941
	Oraganization Mean	.219	.069	.168	3.162	.002	.140	7.141
	Environment Mean	.270	.073	.245	3.702	.000	.091	6.015

a. Dependent Variable: E-Banking Adoption Mean

## Factors Affecting on E-Banking Adoption

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 <sup>a</sup>	.936	.930	.14833

a. Predictors: (Constant), Competition Pressure Mean, Perceived Risk Mean, Management Support Mean, Legal Framework Mean, Financial Resources Mean, Perceived Benefits Mean, Human Resources Mean, Government Support Mean, Technology Support Infrastructure Mean

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.776	9	3.531	160.469	.000 <sup>b</sup>
	Residual	2.178	99	.022		
	Total	33.954	108			

a. Dependent Variable: E-Banking Adoption Mean

b. Predictors: (Constant), Competition Pressure Mean, Perceived Risk Mean, Management Support Mean, Legal Framework Mean, Financial Resources Mean, Perceived Benefits Mean, Human Resources Mean, Government Support Mean, Technology Support Infrastructure Mean

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.395	.230		1.714	.090		
Perceived Risk Mean	-.087	.024	-.127	-3.636	.000	.532	1.881
Perceived Benefits Mean	.077	.042	.105	1.847	.068	.200	5.001
Management Support Mean	-.041	.057	-.028	-.710	.480	.407	2.455
Financial Resources Mean	.205	.054	.195	3.813	.000	.248	4.039
Human Resources Mean	.085	.064	.080	1.328	.187	.178	5.624
Legal Framework Mean	.354	.063	.275	5.630	.000	.272	3.673
Technology Support Infrastructure Mean	.096	.059	.101	1.626	.107	.167	5.993
Government Support Mean	-.072	.060	-.073	-1.197	.234	.173	5.774
Competition Pressure Mean	.283	.061	.311	4.635	.000	.144	6.949

a. Dependent Variable: E-Banking Adoption Mean