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Perceived Risks, Reliability and Service Quality in Nepal's E-Banking Service: An Insight into Customer Perception

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ABSTRACT

This study investigates customer perception of e-banking services in Nepal within Nepalese commercial banks, focusing on perceived usefulness, quality of services and reliability as critical determinants. Utilizing a quantitative methods approach encompassing both descriptive and causal research designs, data were collected through structured surveys administered to 390 digital banking users across various banks in Nepal. Statistical tools, including correlation and regression analysis, were employed to explore the relationships among these variables. The findings revealed significant positive correlations between customer satisfaction and perceived usefulness as well as between customer attitude. The regression analysis model demonstrates a moderate positive correlation with reliability, perceived usefulness and quality of Service. These insights deepen the understanding of customer behaviors and preferences in digital banking, offering actionable recommendations to enhance service quality and promote financial inclusion initiatives in Nepal. This research contributes to advancing the discourse on digital banking's role in customer-centered banking environments, providing valuable insights for policymakers, regulators, and banking institutions seeking to optimize customer satisfaction and engagement in the evolving digital landscape.

Keywords: e-banking, reliability, quality of service, perceived risk, customer perception

Introduction

The adoption of modern digital technologies has transformed the global banking industry, as it has led to the emergence of e-banking, which has now become the predominant mode of service delivery. E-banking encompasses internet banking, mobile banking, ATMs, as well as self-service kiosks, which enable bank customers to carry out multiple transactions without physically visiting bank branches. Unlike traditional banking, the modern face of banking through e-banking is beneficial for both banks and customers because it is convenient, efficient, and simple (Karjaluoto, et al., 2002).

To address changing client needs, strengthen competitive positioning, and improve operational effectiveness, the entire banking and financial industry has sought to digitally transform itself. E-banking also enhances customer satisfaction by removing extra costs

and waiting times, providing users with better control over their finances, and improving overall financial management (Bueno et al., 2024). Both developing and developed countries have seen an increased adoption of e-banking services due to the accessibility of smartphones and the internet.

Nepal Rastra Bank (2022) found that the number of mobile banking users in Nepal is 17,676,259 as of May 14, 2022, indicating an increase in the acceptance of online banking (Ratopati, 2022 Fiscal Nepal (2022). This aligns with the global movement toward cashless economies. In Nepal, e-banking services provide complete mobile and internet access to facilitate fund transfers, payments, balance checks, account management, and payments via QR codes. Ghimire (2022) explains the numerous challenges that still exist. The country grapples with security concerns, sporadic internet access, low trust in online systems, inadequate technological know-how, and conservative mindsets. Adding to these factors are sociological obstacles, such as a strong preference for and reliance on face-to-face contact.

How customers assess the value, user-friendliness, ease of access, dependability, and the risks tied to an e-banking system determines the platform's success. Some models, like the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT), give consideration to perception's role in effectiveness and ease as a function of attitude and action (Davis, 1989; Venkatesh et al., 2003). These models require special consideration in case of Nepal due to the socioeconomic and infrastructural differences.

Given the innovation-based competition and changing customer needs, it is imperative to comprehend customers' perceptions of e-banking services in Nepal. Understanding these perceptions will enable banks to optimizing services, enhance interactions through digital platforms, improve customer satisfaction, and foster customer loyalty. This study aims to address the gaps in the literature regarding e-banking services by examining factors such as perceived risks, dependability, service quality, customer satisfaction, and loyalty (Sigdel, 2020).

It remains uncertain whether e-banking services fully meet customer criteria for security, dependability, and overall satisfaction, despite the increasing use of these services. Studies indicate that efficiency and convenience significantly influence consumer perception; however, perceived risk, a lack of trust, and inadequate technical support hinder adoption (Alalwan et al., 2017; Ndubisi, 2016). Even if certain Nepalese banks have made large expenditures in digital infrastructure, these efforts are not necessarily associated with high client satisfaction and regular use rates. Furthermore, despite technical developments and regulatory efforts, client acceptance rates of modern e-banking services remain inadequate. The usefulness of these services is compromised if users perceive them as unsafe, difficult to use, or untrustworthy (Zhou, 2012). Therefore, understanding how Nepali consumers perceive and utilize e-banking services is crucial for increasing uptake and satisfaction levels.

The main purpose of this study is to explore the impact of e-banking services offered by Nepalese Banks on insights into customers' perception. Additionally, this study investigates the status and relationship between perceived risk, reliability and quality of service perception in relation to customers' perceptions.

Theoretical Review

Examining customer perception regarding e-banking services requires multiple models that explain how users engage with technology. Out of many theories, four stand out: the Perceived Risk theory, Self-Service Technology (SST) theory, the Technology Acceptance Model (TAM), and the Unified Theory of Acceptance and Use of Technology (UTAUT). Perceived Risk Theory, brought forth by Bauer (1960), explains how customers tend to associate digital services with a normal level of uncertainty. This is particularly true when considering financial, privacy, and security issues. These risks can negatively influence customer satisfaction and the adoption of e-banking services. Although this is a growing issue within online services, concerns about data breaches and fraud take precedence in developing countries such as Nepal. Here, consumer trust in online transactions is minimal (Ghimire, 2022).

Self-Service Technology (SST) theory centers on technology's role in enabling customers to conduct business independently. Self-Service Technologies (SSTs), such as ATMs and mobile banking applications, enhance control, convenience, and efficiency for users (Meuter et al., 2000). These attributes are crucial for enhancing customer satisfaction, particularly when the technology is user-friendly (Bueno et al., 2024). Davis's (1989) Technology Acceptance Model (TAM) remains one of the most widely used models for explaining information system user adoption. It focuses on two critical constructs: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). Users are likely to adopt technology if they find it helpful and easy to use. In the case of e-banking, customer acceptance is significantly influenced by the intuitiveness of the interface (Karjaluoto et al., 2002).

Venkatesh et al. (2003) developed the UTAUT–Unified Theory of Acceptance and Use of Technology, which combined constructs from eight earlier models, including TAM, TPB, and IDT. UTAUT also introduces four primary predictors of usage behavior: Performance expectancy, effort expectancy, social influence, and facilitating conditions. These are moderated by user-specific characteristics such as age or experience. In collectivist cultures like Nepal, social influence as well as the facilitating structural context are critical to the digital adoption framework.

Empirical Review

Recent research highlights critical factors that influence e-banking adoption across diverse economic and cultural contexts. Bueno et al. (2024), through a large-scale survey, found that trust and perceived usefulness were the strongest predictors of e-banking adoption, supported by service quality. Similarly, Almeida et al. (2024) adapted the UTAUT2 model for Portuguese mobile banking users and discovered that performance expectation and effort expectancy significantly influence right of intention, while price value and hedonic motivation were non-significant. Mensah and Khan (2024), studying Chinese users, confirm the importance of enabling condition, performance, and effort expectation, emphasizing the role of infrastructure and transparent pricing.

In Nigeria, Adepoju and Adeniji (2020) surveyed 304 healthcare professionals and found that satisfaction with e-banking was driven by accessibility, time-saving features, affordability, and security, with perceived usefulness having a notably stronger

impact than simplicity of use. IImudeen and Bao (2019), studying 186 Sri Lankan users, identified usability and institutional trust as strong predictors, while perceived risks had a lesser influence. Similarly, Kotogeorgos and Ermia (2023) demonstrated across 5 European countries that cybersecurity trust moderated the effect of ease of use on adoption intention, underscoring the importance of score border trust.

In Nepal, Ghimire et al. (2025) used SERVQUAL within 384 bank customers and found that tangibility, reliability, and responsiveness significantly predicted satisfaction. Farooq (2022). Introduced personal innovativeness into UTAUT-3 and showed that it, along with effort expectancy, influences neobank adoption. Waliullah et al. (2025), through a meta-analysis of 78 studies, found cybersecurity investment enhances trust and drives adoption.

Collectively, these findings affirm that perceived usefulness, ease of use, trust/security, infrastructure, and service quality systemically shape e-banking adoption for Nepal, integrating models like TAM and UTSAUT with trust and service quality dimension, offer a robust approach to understanding and enhancing consumer adoption behavior.

Perceived Risks on Customer Perception of E-Banking Services

Perceived risk in e-banking, such as financial, privacy and security concerns, can positively impact customer satisfaction; if managed effectively. Trust increases when a bank demonstrates strong risk control, enhancing customer perception (Chen & Zhang, 2018; Wang et al., 2015; Featherman & Pavlou, 2003; Lee, 2009).

H1: There is a significant positive impact of perceived risks on customer perception.

Reliability of Customer Perception of E-Banking Services

Reliability, a key dimension of service quality, significantly influences customer satisfaction in e-banking by ensuring accurate, timely, and error-free services. Studies highlight its strong impact on customer perception with the highest contribution to service quality impressions (Parasuraman et al., 1988; Bressolles et al., 2014; Jun & Cai, 2001; Al-Hawari et al., 2009).

H2: There is a significant positive impact of reliability on customer perception.

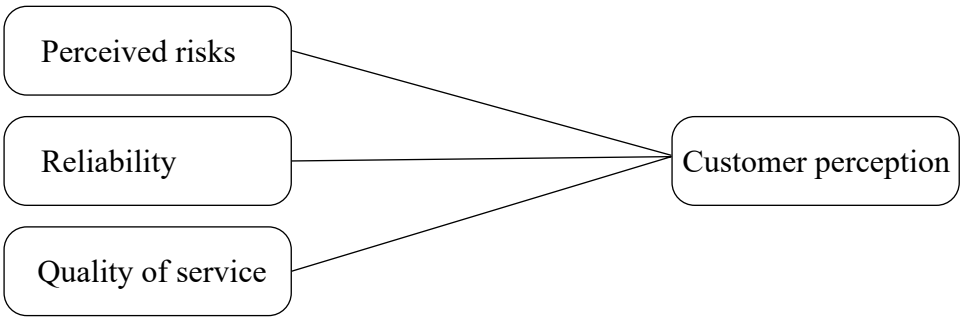
Quality of Eervice on e-banking services

Overall service quality - including reliability, speed, security and user-friendly design -significantly enhances customer satisfaction and perception of e-banking service (Azam, 2005; Santos, 2003; Parasuraman et al., 2005).

H3: There is a significant positive impact of the quality of services on customer perception.

Figure 1

Research Framework



Sources: (Featherman & Pavlou, 2003; Parasuraman et al., 1988; Sthapit, 2019)

Methodology

Research Design

In this study, a descriptive research design was employed to examine the factors influencing customer perception of e-banking services in Nepal. The descriptive aspect enabled the identification of patterns, trends, and attitudes regarding risk, customer service, reliability, and service quality. At the same time, quantitative methods such as factor analysis, descriptive statistics and multiple regression to assess the effect of these factors on customer perception. This type of design complements digital banking research, where general patterns are captured using descriptive methods while regression models determine relationships (Almeida et al., 2024; Bueno et al., 2024). This method allows for comprehensive insight into the phenomena being investigated and is used in research on e-service adoption (Ilmudeen & Bao, 2019).

Variables

Perceived risks

Perceived risks in E banking refer to users' concern about potential loss or negative outcome, influenced by individual risk tolerance and perception of system safety (Featherman & Pavlou, 2003)

Reliability

Reliability, as a key service quality dimension, emphasizes consistent, and error free service delivery.

It fosters customer trust and satisfaction by accurately and timely fulfilling service promises (Parasuraman et al., 1988).

Service Quality

Service quality reflects customers' evaluation of service performance across various dimensions directly affecting satisfaction, retention, and long-term business success (Parasuraman et al., 1988).

Customer Perception

Customer perception in e-banking involves users' subjective experience with digital service, influenced by demographic and usage of payment platforms like ATM, mobile and Internet banking (Sthapit, 2019).

Population and Sample

The target population residents of Nepal, who are current or prospective users of e-banking services. A convenience sampling technique was employed to collect the data efficiently from individuals who were readily accessible and willing to participate in the study. This non-probability sampling method is widely used in behavioral science, social science and service quality services, particularly when the target population is large, scattered or difficult to access, making probability-based sampling costly or impractical (Etikan et al., 2016; Creswell, 2014). Therefore, convenient sampling offered a practical and feasible means of gathering the required data for the study. The final sample size of 420 respondents is considered adequate for statistical analysis, as it surpasses the minimum threshold recommended for multivariate techniques. Scholars suggest that factor analysis and regression require a minimum of 200 respondents, or at least 10-20 participants per variable, to ensure sufficient statistical power and stable estimates (Hair et al., 2010; Kline, 2015). Therefore, a simple size of 420 provides a robust basis for reliable and valid statistical inferences. Resulting in a sample size of 420 respondents, of these, 413 were received, and 390 were valid for analysis. This sample size is adequate to capture important demographic segments such as students, working-class individuals, housewives, and entrepreneurs. Convenience sampling is deeply rooted in early-stage and resource-scarce investigations of customer behavior within the scope of digital finance (Zainordin et al., 2022). This method provides timely and inexpensive data access while still offering insights that can be generalized across different user segments.

Sources and Data Collection Instrument

This study was conducted using primary data collected through a structured questionnaire that employed a five-point Likert scale. The instrument assessed critical underlying elements, including risk perception, trust, service quality, and customer perception. The questionnaire was initially refined through a pre-test, and client suggestions were integrated before final distribution in order to enhance clarity and relevance. Microsoft Excel was used to aggregate the data collected digitally through Google Forms before it was transferred to SPSS for further analysis. The distribution of surveys in this manner is becoming increasingly common in e-banking studies due to the perceived efficiency, anonymity, and reach (Farooq, 2022; Salimon et al., 2020).

Data Analysis Methods

Data analysis comprised three steps: The demographic profiles and responses to Likert scale items were summarized using descriptive statistics (mean, standard deviation, and percentages). An analysis of correlation was carried out to determine the strength and nature of associations between independent and dependent variables. To test the hypotheses and analyze the impact of perceived risk, reliability, and service quality on customer perception, a multiple regression analysis was conducted. All statistical analyses

were performed using SPSS 26. The model validation was conducted through R-squared and ANOVA tests. Such statistical methods are routinely used in reputable journals to evaluate the quality of digital services and the behaviors of their users (Herington & Weaven, 2009; Rahi et al., 2021).

Reliability Analysis

Table 1

Reliability Analysis

Variables	No. of items	No. of items
Perceived Usefulness	6	6
Quality of Service	6	6
Reliability	5	5
Customer Perception	5	5

Table 1 presents four key variables along with the number of items used to measure each variable and their respective Cronbach's alpha values, which indicate the reliability of the scales. "Perceived Usefulness" consists of 6 items and has a high Cronbach's alpha of 0.956, suggesting excellent reliability. "Quality of Service" also consists of 6 items and has a Cronbach's alpha of 0.887, indicating good reliability. "Reliability" was assessed by 5 items, yielding a Cronbach's alpha of 0.766, indicating acceptable reliability. Lastly, "Customer Perception" is measured using 5 items and has a Cronbach's alpha of 0.719, which is considered acceptable but lower than the other variables. These values demonstrate that the measurement scales for each variable are consistent and reliable for research purposes.

As stated before, the constructs of the questionnaire are valid and reliable, and the findings justify further investigation. As noted by Hair et al. (2019) and Nunnally and Bernstein (1994), a Cronbach's alpha of .70 or higher is considered acceptable for new and revised scales in the realms of social science, business, and management. Strong reliability assures that the correct conclusions can be drawn from the information, and the internal coherence among the items is maintained.

Results

Demographic Analysis

A mixed-mode survey of 420 electronic-banking customers in Nepal yielded a remarkable participation rate of 98.3 %, with only seven questionnaires remaining unreturned. Initial scrubbing of the raw dataset-sifting out duplicates, unfinished inputs, and contradictory entries-left 390 answers ready for statistical examination out of 413 questionnaires.

Table 2

Demographic Analysis

Demographic category	Status	Frequency	Percentage
Age	16 – 25	79	20.26 %
	26 -35	148	37.95%
	36 -45	112	28.72%
	45 above	51	13.07%
Gender	Male	198	50.77 %
	Female	192	49.23%
Occupation	Housewife	64	16.41 %
	Employed	110	28.21%
	Businessman	76	19.49 %
	Student	140	35.89%

The demographic analysis table presents the statistical background of the respondents based on age, gender, and occupation. The majority of the respondents are aged 26 to 35, with 148 individuals, representing 37.95 % of the total sample. These second largest age group is 36 to 45 with 112 responding, accounting for 28.72% of the total the age group of 16 to 25 has a 79% participant accounting for 20.26 percentage this smallest is group is 45 and above with 51 respondent gender distributed is a nearly equal with 198 males (50.77%) and 192 females (49.23%) student constitute the largest group, with 140 respondents, accounting for 35.89 percentage of the sample. Employed individuals make up 28.21 %followed by businessmen (76) and housewives 16.41 %. The demographic analysis shows a diverse group with a slight skew toward younger adult males and students, providing insight into their preferences and behavior regarding the study subject matter. These demographics suggest that e-banking in Nepal is primarily adopted by educated, working-age individuals with access to technology, reflecting the trend in urban financial inclusion observed in similar International Studies (Bueno et al., 2024; Almeida et al., 2024).

Correlation Analysis

Table 3

Correlation between Independent and Dependent Variables

	CP	PU	QS	Reb
Customer Perception (CP)	1			
Perceived Usefulness (PU)	.435**	1		
Quality of Services (QS)	.490**	.679**	1	
Reliability (Reb)	.583**	.511**	.624**	1

** Significant at the 0.05 level (2-tailed). ** significant at the 0.05 level (2-tailed).*

Table 3 lists, in a 390-responder sample, Pearson correlation coefficients between the dependent variable (CP) and the independent variables (PU, QS, Reb). At the 1% significant level, the correlations show a noteworthy strength between CP and the three independent variables. PU and QS of correlate 0.679; PU and Reb of correlate 0.511; and QS and Reb of correlate 0.624. The correlations among independent variables are modest to strong. Strong interconnections in the dataset are highlighted by the extremely improbable nature of these links, which arise from chance. To examine how these variables interact, a multiple regression model was applied to the dataset.

Regression Analysis

The model's goodness-of-fit is 0.611, indicating a moderate positive correlation between observed and predicted values. It explains 37.4% of the dependent variable's variability, with a slightly lower Adjusted R Square at 0.369. The standard error of the estimate is 0.28890, indicating the average distance of the data points from the regression line. The table evaluates the model's effectiveness and accuracy.

Table 4

Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611	0.374	0.369	0.2889

a. Predictors: (Constant), Reb, PU, QS

Models summary of regression analysis shows a moderate to strong positive relationship between the independent and dependent variables, as indicated by the correlation coefficient R of 0.611 the R square value of 0.374 means that 37.4% of variation in the dependent variable is explained by the model while the adjusted R2 as 0.369 accounts for the number of predictors, offering a more accurate estimate of the standard error of the estimation 0.2889, suggested that the observed value did deviate moderately from the predicted value indicating a reasonable model feet.

Table 5

ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	19.215	3	6.405	76.737	.000
Residual	32.218	386	0.083		
Total	51.432	389			

Dependent Variable: CP
Predictors: (Constant), Reb, PU, QS

The ANOVA table 5 provides a statistical test of the overall significance of the regression model. The sum of squares for the regression model is 19.215, while the residual sum of

squares is 32.218, resulting in a total sum of squares of 51.432. The degrees of freedom for the regression model are 3, and the residual degrees of freedom are 386, with a total degree of freedom of 389. The mean square for the regression is 6.405, and for the residual it is 0.083. The F statistic 76.737 is highly significant ($P < .001$), indicating that the model explains a significant portion of the variation in the dependent variable. The significant F value suggests that at least one of the predictors is significantly related to the dependent variable.

Table 6

Beta Coefficient of Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.377	0.214		6.448	0
PR	0.131	0.061	0.119	2.136	0.033
QS	0.135	0.06	0.137	2.24	0.026
Reb	0.423	0.05	0.437	8.387	0.00

Dependent Variable: CP

Table 6 lists the beta coefficients derived from the regression analysis. Holding other variables as constant, the unstandardized coefficients (B) show the expected change in the dependent variable (CP) for a one-unit change in the independent variables (PU, QS, Reb). The constant (intercept) is 1.377; hence, CP would be 1.377 should all independent variables be zero. The coefficients for PU, QS, and Reb are 0.131, 0.135, and 0.424, respectively, implying that CP is expected to rise by 0.131, 0.135, and 0.424 units, respectively, for every unit increase in PU, QS, and Reb.

Beta, the standardized coefficients, indicate each predictor's relative significance. Reb has the highest Beta value, 0.437, indicating it has the most impact on CP, followed by QS 0.137, and PU 0.119. With p-values less than 0.05, the t-values and significance levels indicate that every predictor is statistically significant. PU, QS, and Reb each thus have a major influence on CP in the model.

Table 7

Result of Hypotheses Testing

Hypothesis	p-value	Result
H1: There is a significant positive impact of perceived risks on customer perception.	0.033	Accept
H_2: There is a significant positive impact of reliability on customer perception.	0.00	Accept
H_3: There is a significant positive impact of the quality of services on customer perception.	0.026	Accept

Discussion

The study's conclusions highlight the shifting dynamics of e-banking adoption in Nepal and the crucial roles that reliability, quality of service, and perceived utility play in shaping consumer impressions. The findings indicate that perceived usefulness (PU), a component of the Technology Acceptance Model (TAM), has a significant impact on consumer perception. The respondents overwhelmingly agreed that e-banking services improve transaction control, save time, and make banking operations more efficient overall. These results are consistent with previous research by Bueno et al. (2024) and Raji et al. (2024), which emphasize how improved user control and quicker transactions enabled by digital banking systems contribute to a favorable perception and increased adoption, but contradict with the finding of Apaua and Lallie (2022).

The quality-of-service section, which those who responded gave a high ranking, showed a similar pattern. The highest average scores were obtained from questions about overall satisfaction, usability, and instances where service exceeded expectations. These results support the findings of Zainordin et al. (2022), who identified service quality as the foundation of e-banking satisfaction along with security and speed. Additionally, Mastran (2021) emphasized the necessity of customized online experiences to maintain consumer engagement, particularly in developing markets. Although reliability was slightly lower, it was still a significant factor in how consumers assessed the service overall. It was evident that users valued the assurance of reliable transactions and accurate records. This is supported by Lee et al. (2021), who claim that reliable data and robust systems foster trust in digital finance. Ghimire (2022) notes that younger people in Nepal now rely on smartphone banking for everyday money tasks.

Although some still worry about privacy and secure payments, those fears have not stopped most users from trying mobile banking. Sigdel and Amponstira (2020) add that simple apps and quick customer support ease many of these doubts. Yuan (2023) agrees, showing that Nepalese are rapidly adopting mobile wallets and other digital payment tools, signaling a clear shift in spending habits even if some risk perceptions linger. Regression analysis supports this, finding that perceived usefulness, service quality, and system reliability all strengthen positive views of the channel.

Due to the substantial impact sizes, institutions in Nepal may increase customer satisfaction by simply providing tangible advantages, maintaining good service requirements, and ensuring that their systems always function properly. Overall, our results support those of Bueno et al. (2024), Zainordin et al. (2022), and Ghimire (2022), who concur that the main factors influencing e-banking adoption are its utility, quality, and trustworthiness. Bank executives can accelerate Nepal's current rapid technological evolution by concentrating on these controls.

Conclusion

A research project carried out in the Kathmandu Valley set out to examine how online-banking users judge the service, focusing on perceived risk, service quality, and reliability. To capture opinions, survey forms were handed to 390 regular users. Researchers then distilled the feedback with basic summary statistics, correlation tests, and multiple regression to spot the tightest connections among the three themes. They

discovered that all three factors matter, yet reliability towers above the rest as the key reason customers think positively about the service.

These insights give banks specific areas to strengthen if they want clients to trust and enjoy digital channels even more. As online banking keeps spreading, grasping user attitudes toward the service is vital for lenders who wish to enhance ease and forge confidence. The review showed that most patrons appreciate what they receive online, reflected in average scores of perceived risk at 4.331, reliability at 4.439, service quality at 4.458, and a rounded overall impression of 4.423.

Analysis also revealed that perceived risk, service quality, and reliability all travel in the same upward direction with overall customer perception: When any one aspect improves, so does the users' attitude toward e-banking. Among the three, reliability leads the pack, carrying a weight of 42.3% in shaping that positive view. In short, the research shows that these three factors really do influence how users feel about online banking. The present research shows how Nepalese customers view e-banking that mainly hinges on perceived risk, service reliability, and overall quality. Among these, reliability stands out as the key driver, arguing that banks must upgrade tech and streamline processes. While perceived risk still matters, its effect trails behind that of reliability and service quality. More studies can explore the longitudinal impacts of e-banking on customer retention and loyalty, and rural vs. urban user experience for more nuances.

Implications

The funding shows that improving reliability, service quality index management is essential for strengthening customer trust in e-banking. Banks should focus on table system efficient support and transparent security practice to increase satisfaction and promote wide digital banking adoption in Nepal. For policymaker and regulators, the result signal the need to ensure robust digital infrastructure, harmonize security standards, and supportive regulatory frameworks. Collectively, these efforts can accelerate digital transformation and enhance financial inclusion across Nepal.

Limitations and Scope for Future Research

The study is limited by convenience sampling, self-reported data and a cross-sectional design. Further results should use broader samples, longitudinal methods, and mixed approaches to compare rural urban users, examine different digital platforms, and explore the additional factors influencing E banking behavior.

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School's Performance and Head Teachers' Leadership Styles: A Comparative Study of Low-Performing and High-Performing Schools

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ABSTRACT

Though the responsibility of the Head Teacher (HT) is not only to promote the results of learning assessments, s/he is more responsible for the overall performance of a school. How the leadership style of HT and the school performance in terms of Secondary Education Examination (SEE) results are related to each other is the main problem in Nepalese community schools. Explorative research, a qualitative research method was used to explore the leadership styles of HTs. The School Management Committee (SMC) Chair, an HT, and a teacher from each high and low-performing school were selected as research participants. Interview and observation were the main two methods of data collection.

Leadership practices are based on their leadership styles like decision making, communication, motivation, responsibility and integrity, power and authority, and school culture, based on the existing practices of high and low-performing schools. HT was perceived as a more democratic leader in high-performing schools. In the case of low-performing schools, the practice of leadership followed by HT is more autocratic concerning decision-making and teachers' autonomy. Teachers and SMC chairs viewed the leadership practice of low-performing schools as ambiguous. Having good perceptions and practices creates a favorable learning environment, which helps improve students' overall performance. School leadership style is expected to be favorable to improve school performance. A favorable school culture is helpful in enhancing the quality of education.

Keywords: leadership styles, headteacher, school performance, low performance, high performance.

Setting a Scene

One day, one of the authors, as a Head Teacher (HT), announced a meeting of different subject teachers to reform teaching strategies. They shared their different views to improve the condition of the school. The Science teacher said that the students were not disciplined, which disturbed the teaching and learning process. As per his record,many students did not do their work. They were passive listeners. Likely, the Mathematics teacher likely also expressed similar kinds of data. The English teacher revealed that the students did not pay attention to his subject. He said he was very tired of students' silence to his questions. He said that they were not motivated to do their assignments. One of