



## A STUDY ON THE RELATIONSHIP BETWEEN VARIOUS DIMENSIONS OF E-PAYMENT SYSTEM WITH DIFFERENT BENEFITS OF E-PAYMENT SYSTEM TO THE STAKEHOLDERS

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### ABSTRACT

The implementation of digital payment mechanism has changed the basics of money payment as a medium of exchange. The revolutionary changes that happened in the Information Communication Technology (ICT) has paved the way for drastic changes in various spheres of activities such as government to citizens, government to business, government to government, government to employee and government to foreign trade. In line with the developments that have been taking place across the world in Electronic Payment System (EPS), changes have taken place in the UAE also. The rulers of the country are keen in establishing a high-tech oriented EPS system supported by the platform of knowledge management (KM) system. The study is an effort to explore various dimensions of EPS such as security, speed, ease of payment, convenience and control and its importance in generating various benefits to the stakeholders in the form of value driven benefits, citizen driven benefits, economic cost driven benefits and technology driven benefits. The study attempts to find out the relationship between various dimensions of EPS on stakeholders benefit in the UAE.

**KEYWORDS :** Digital Payment, Medium of Exchange, Information Technology Industry, government to citizens, government to business, government to government, government to employees, government to foreign trade, Electronic Payment System, knowledge management, security, speed, ease of payment, convenience, control, stakeholders, value driven benefits, citizen driven benefits, economic cost driven benefits, technology driven benefits

### 1. INTRODUCTION

The Information Communication Technology (ICT) transformation has created the development of e-commerce across the world, which imposed unprecedented demands on financial needs of an economy, which cannot be fulfilled by the old payment system. This has led to the development of digitization of payment across the world and e-payment system (EPS) has become an integral part of the life of citizens of all countries of the world, irrespective of the fact that the country is developed or developing. The system has been used in various spheres that include a vast coverage of various segments of interactions in between various stakeholders such as Government to Citizen/Customer (G2C), Government to Business (G2B), Government to Government (G2G), Government to Employee (G2E) and Government to Foreign Trade (G2X). The studies conducted in different parts of the world reveals that the EPS has multiple number of features such as security, acceptability, speed, ease of payment, convenience and control (Abrazhevich and Tella, 2012; Tella and Olasina, 2014). The vision of all the countries of the world is the establishment of an information-enabled, globally linked knowledge-based social system by smoothly integrating information and communication technologies or ICTs with traditional media and supported by innovative technical skill sets, farsighted forward looking government policies, in a humanely and environmentally sustainable manner (UNDESA, 2018). Hence, all the business entities and governments have been giving focused approach towards development of digital practices to generate sustainable economic benefits by using technological tool as a competitive edge by adopting e-commerce, which has changed the way by which business is done.

E-Commerce includes Electronic Data Interchange (EDI), electronic funds transfer at point of sale (EFTPOS), electronic banking, digital cash, and other forms of electronic payment (e-payment) systems (Deitel & Deitel, 2009). E-payment is an important form of technology innovation and a new way for doing business, both for private entities as well as the governmental agencies. These developments have enabled many of the economies of the world to transform from a cash economy to cashless economy by adopting e-payment system in all spheres of activities (Sadeghi, A.R and Schneider M.

(2003). It is found that economies which are more cash intensive tend to grow slowly as compared to the economies that have switched to digital practices by growing at a rate of more than 3 percentage points (BCG, 2019).

### 2. E-Payment System (EPS)

Globally, governments as well as private sector has been showing interest in adopting e-payment mechanism as it has been found that the usage of debit and pre-paid cards, online banking, kiosks machines and mobile payments has increased during the last two decades (BIS, 2012; Caggemini, 2013; RBA, 2012; Summers, 2012; Wonglimpiyarat, 2007). An e-payment system is a way of performing the financial transactions by using electronic medium, without the use of checks or cash. It is also termed as electronic payment system or online payment system. Common forms of electronic payments include debit cards, credit cards, and the Automated Clearing House (ACH). The ACH system refers to electronic checks, direct debit, and direct deposit transactions. The earliest history of e-payment system originated during 1914 in the US when western union introduced a card system for customers to make payment for the goods and services they purchased and later it was adopted by the banking system in the US (Kabir, Saidin & Ahmi, 2015). Initially, it was designed on the basis of paper cards which were later replaced by fully electronics card (Seno, 2012). The system became fully electronic when the central bank of US, the Federal Reserve System transferred money through telegraphic system (Seno, 2012).

When e-commerce evolved after the development of information technology system, electronic cashless payments are used conveniently by firms and governmental agencies. This originated during 1960s. Currently cashless payment has become a regular part of the monetary management by various countries of the world which is clear from the examples of Bangladesh, Sweden, South Korea etc. According to Boston Consulting Group (2019), the cash transactions in a country like Sweden is only less than 2% of the total value payments during 2018. The application of the system has generated synergy through economies of scale in reduction of costs, response time, reduction in fraud etc. (World Bank, 2018). These developments have given rise to e-Governance system.

According to UN Global E-Government Readiness Report, E-Governance is "a people-centered and inclusive information society, putting the potential of information and communication technologies at the service of development and addressing new challenges of the information society" (UN E-Government Survey, 2020). E-payment is one of the primary objectives of all the governments, as the citizens or expat residents of any countries of the world have to make and receive payments from the government which includes tax payments, utility bills, fees, fines etc. Thus an EPS makes a complex structural interaction between the stakeholders, technology and the environment that is multi-facet and complex technologically, organizationally as well as relationally (Sprague McNurlin; Sprague and Bui, 2009; Boonstra and de Vries, 2006; Kumar & Crook, 1999), which highlights the fact that its operational efficiency depends upon collaboration and the synchronization of all the facets together to achieve the desired objectives.

### 3. Literature Review

Various research studies have been conducted across the world by researchers and academicians on e-payment system, its operations and its effectiveness. The studies can be viewed from a geographical perspective such as US, Europe, Africa, Asia, Middle East etc. Majority of the studies conducted in Africa focused on the user-acceptability of the e-payment system (Adams and Afolabi, 2013, Fenuga & Kolade, 2010; Nwaolisa & Kasie, 2011; Ogunleye, Adewale, & Alese, (2012). But certain studies are found to be different in African continent such as conducted by Antwi, Hamza & Bavoh (2014) that investigate the effectiveness of e-payment system and Nzaro (2014) & Kavuu et. al (2013) on the role of e-payment system on financial institutions and SME respectively. Further studies are needed in the field of payment cultures, demographic characteristics, consumers' readiness to accept e-payment system etc. ((Dahlberg, Mallat, Ondrus & Zmijewska, 2007). Majority of the academic research and studies conducted in the continent of Asia focused on the perception of stakeholders on e-payment system and the users' satisfaction on the system (Teoh, Chong, Lin & Chua 2013; Harris, Guru & Avvari, 2011; Ben-Asher, Sieger, Ben-Oved, Kirschnick, Meyer, and Moller 2011; Roy & Sinha, 2014; Cheong & Huang, 2011; Kim, Tao, Shin & K, 2010; Hsieh 2001). Out of these studies, two studies gave importance to customers' acceptance of e-payment system in a country like India (Roy and Sinha, 2014; Muhayiddin, Ahmed & Ismail, 2011). All these studies indicate that the e-payment system are widely adopted in many of the Asian countries as compared to Middle East and African countries (World Payment Report, 2020)

### Could you also include 1-2 studies from 2021

#### 4. Background and Rationale of the Study

From the literature on e-Governance and e-payment, it can be observed that there has been growing preference among countries of the world to route the entire financial transaction electronically (Bezhovski, 2016; Guttman, 2003; Lynch and Lundquist, 1996; Jing, 2019; Beelaerts and Wouter (2006); Wayner, 1997; Wolman, 2012). Various vehicles are used for this transaction which are debit card, credit card, PDA, PC, mobile phones etc., (Visa, 2018). Since globally the non-cash usage has been increasing, the study is pertinent to know how far the payment system is beneficial to various stakeholders such as tax payers, government departments, vendors, policy makers and implementers, economists etc., in different countries of the world. A study conducted by Asian Development Bank (2013), shows that the utilization of non-cash application has been increasing at a tremendous pace in all countries of the world.

UAE has been in the forefront of implementation of various types of e-payment systems to match with the changes that has been taking place in the global scenario. The country has got

high level of bank penetration and other basic infrastructure needed for promoting the e-payment mechanism. It has been in the forefront of developing and implementing supportive infrastructure for e-payment system that has permeated to every walks of life in the country now (WIPO, 2014). The country has been giving focused attention to knowledge management initiatives as it is rated as one of the leading countries in the world that gives priority to knowledge management initiatives in all segments of economic activities (WEF, 2017). Thus the country has been marching ahead at par with the changes that takes place globally in the sphere of e-payment system and as very few studies are conducted on EPS in the entire Middle East, the study is relevant and important. Even the governmental authorities have been giving much importance to digital economy as it feels that the e-payment mechanism should support the policy developments made by the government concerning the progressive implementation of the digital economy (OECD, 2010).

The rationale behind this study can be classified into three, which are personal rationale, academic rationale and business rationale. The personal rationale is based on the fact that as a person living in UAE and working in a government agency, the researcher has got interest in knowing the impact of e-payment system adopted by the government in making the financial transaction more user-friendly and public-oriented.

When viewing from the point of view of public angle, the research can provide information on its usefulness in resolving the day to day problems of the common public. From the point of view of academic angle, the study is vital as it provides information on the operation of the system and its impact on monetary and fiscal policies of the government. From business angle, the study gives information on how to reduce the cost of operation by saving time, effort and resources in regular business practices where government payments and receipts are considered.

#### 5. Research Problem

Very few studies are conducted in the UAE in connection with e-governance and e-payment system to explore the types of e-payment systems, the possibilities of its application in different economies, management of the system and its impact on business as well as business environment of the country. Hence, the present study focuses on assessing the various dimensions of the EPS and its impact on different benefits accrued to the stakeholders such as the government, citizens, organizations etc., in the form of value-driven benefits, citizen driven benefits, economic cost-driven advantages and technology driven benefits through the application of e-payment system in UAE. In short, the research problem is to analyze the impact of various dimensions of EPS such as security, speed, ease of payment, convenience and control on the benefits of EPS such as value driven benefits, citizen driven benefits, economic cost-driven benefits and technology driven benefits.

#### 6. Research Questions

- Whether the implementation of EPS has enabled the stakeholders to achieve security, speed, ease of payment, convenience and control in the financial transactions?
- What are the benefits accrued to the economy in the form of value-driven, citizen-driven, economic cost driven and technology driven advantages after implementing e-payment system in UAE?
- What is the relationship between various dimensions of EPS and the advantages available to the stakeholders after the implementation of EPS?

#### 7. Research Hypothesis/Hypotheses

Based on the above research questions, the following

hypotheses are formulated to explore the relationship between the dimensions of EPS and the advantages available to the stakeholders.

- H01: The dimensions of EPS such as security, speed, easy of payment, convenience and control are not very important for the stakeholders as the benefits generated by it is negligible.
- H02: There exists no relationship between these dimensions and the benefits available to the stake holders such as value driven benefits, citizen driven benefits, economic cost driven benefits and the technology driven benefits by the implementation of EPS in the UAE.

**8. Objectives of the Study**

1. To study the various dimensions of EPS such as security, speed, easy of payment, conveniences and control on financial transactions done by the stakeholders such as individuals, organizations and government through EPS.
2. To examine the overall impact of the implementation of EPS on various benefits available to the stakeholders for routing the financial transactions in the UAE
3. To explore the association between the dimensions of EPS with that of the benefits accrued to the stakeholders in the form of value driven benefits, citizen driven benefits, economic cost driven benefits and technology driven benefits.

**9. Conceptual Model of the Study**

The conceptual framework of the study is structured on the basis of the assumption that the EPS has got certain basic dimensions or advantages by its implementation across the world. EPS is more secured, the transactions can be routed at a faster pace, it is easier to pay, more convenient to make transactions and the stakeholders can enjoy better control over the transactions. These dimensions are associated with various categories of benefits available to the stakeholders by the implementation of EPS. These benefits are categorized into value driven benefits, citizen driven benefits, economic cost driven benefits and technology driven benefits. The study attempts to explore the impact of the dimensions on the various benefits accrued to the society after the implementation of EPS.

**10. Research Methodology**

This study uses "positivism research philosophy" coupled with interpretism because the research problem is going to be addressed in an objective manner with quantitative data which is value free. As positivism depends on observation and quantity, the researcher emphasizes on methodology to enable quantification and replication of observations for statistical interpretations based on data collected through questionnaire. In this study, a deductive approach is proposed as it possesses more descriptive power and hence, it is more preferred in the research works. Certain hypotheses are developed in association with the e-payment techniques adopted by the Government of UAE and its impact on value driven benefits, citizen driven benefits, economic cost driven benefit and technology driven benefits. These hypotheses are tested using various quantitative tools available for data analysis. The approach is descriptive as a cross sectional study is adopted by using sample survey technique through administering a questionnaire to derive data from the selected samples.

The population of the study comprises of all public servants who are related to e-governance, all citizens who are availing this facility, all agents and mediators who works as middle men in between the government and the user, all firms which are using the e-payment system etc. In short, it includes samples from various stakeholders who are involved in government to business (G2B), government to citizens (G2C), government to government (G2G) and government to

employee (G2E). Out of this total population, a sample of 400 people is selected to obtain information related to the application of e-payment system in the UAE. The sample size of 400 is taken as it is approximately nearer to the figure of 384 which is the suggested size of representative sample for 5% significance level. The sampling method adopted is stratified random sampling. The stratified sampling method is relevant as the population under study is heterogeneous in nature as it consists of various groups of stakeholders who are directly or indirectly involved in e-payment system. The classification of the sample based on the sample size is furnished in table 1.

**Table 1: Classification of sample based on sample size.**

Description of samples	No of Samples
Category 1. Staff (Ministry of Finance, UAE and Ministry of Human Resource and Emiratisation)	120
Category 2. Individuals ( vendors, citizens, tourists, expat residents)	240
Category 3. Organizations (companies, travel agents etc.,)	40
<b>TOTAL</b>	<b>400</b>

**10.1. Collection of Data**

The primary data for the study is collected by administering a questionnaire that consists of 85 questions which is distributed in between the various variables such as EPS dimensions (25 questions), value driven benefits (15 questions), citizen driven benefits (15 questions), economic cost driven benefits (15 questions) and technology driven benefits (15 questions).

The scale adopted for rating the answers of the respondents is 5 point Likert scale with rating level such as Highly Agreeable (5), Agree (4), Neutral (3), Disagree (2) and Highly Disagree (1).

**10.2. Analysis of Data**

The data is analyzed by using descriptive statistics such as measures of central tendency, measures of dispersion and percentages as well as inferential statistics such as correlation and ANOVA.

**10.2.1. Reliability Statistics of Different Variables**

The scale reliability and internal consistency of the data is measured in terms of Cronbach's alpha values, which is given in table 2.

**Table 2: Cronbach's alpha values of different variables**

Sl. No:	Description	Cronbach's Alpha	No. of Items
I	<b>DIMENSIONS OF EPS</b>		
a	Security	0.659	5
b	Speed	0.733	5
c	Ease of Payment	0.699	5
d	Convenience	0.743	5
e	Control	0.708	5
II	<b>EPS BENEFITS</b>		
α	<b>VALUE-DRIVEN BENEFITS</b>		
i	Improved Decision Making	0.747	5
ii	Service Provision	0.702	5
iii	Safety and Security	0.770	5
b	<b>CITIZEN-DRIVEN BENEFITS</b>		
i	Transparency	0.805	5
ii	Participation	0.688	5
iii	Shared Governance	0.722	5

c	ECONOMIC-DRIVEN BENEFITS		
i	Cost Reduction	0.867	5
ii	Resource Reduction	0.760	5
iii	Process Efficiency	0.755	5
d	TECHNOLOGY-DRIVEN BENEFITS		
i	Collaboration tools and platform	0.704	5
ii	Easy Access	0.749	5
iii	Real-time Information Processing	0.771	5

**Table 3: The mean and standard deviation values of different variables.**

Sl No:	Description	Mean	Standard Deviation	No. of Items
I	DIMENSIONS OF EPS			
a	Security	3.27	0.559	5
b	Speed	4.67	0.338	5
c	Ease of Payment	4.21	0.297	5
d	Convenience	4.33	0.220	5
e	Control	3.71	0.661	5
	Aggregate Mean	4.04	0.415	
II	EPS BENEFITS			
α	VALUE-DRIVEN BENEFITS			
i	Improved Decision Making	3.55	0.391	5
ii	Service Provision	4.22	0.373	5
iii	Safety and Security	3.38	0.301	5
	Aggregate Mean	3.72	0.355	
b	CITIZEN-DRIVEN BENEFITS			
i	Transparency	4.11	0.229	5
ii	Participation	4.21	0.377	5
iii	Shared Governance	3.07	0.466	5
	Aggregate Mean	3.80	0.357	
c	ECONOMIC-DRIVEN BENEFITS			
i	Cost Reduction	4.69	0.442	5
ii	Resource Reduction	3.88	0.399	5
iii	Process Efficiency	4.56	0.430	5
	Aggregate Mean	4.38	0.424	
d	TECHNOLOGY-DRIVEN BENEFITS			
i	Collaboration tools and platform	4.81	0.376	5
ii	Easy Access	4.52	0.291	5
iii	Real-time Information Processing	4.61	0.371	5
	Aggregate Mean	4.65	0.346	

The table 3 provides the mean and standard deviation values of different variables under study. Since the aggregate mean values are nearer to 4, it can be stated that there is fair degree of agreeableness on the part of the respondents concerning the feedback provided for the questionnaire. Similarly, the standard deviation values are relatively low which shows lesser degree of variability related to the feedback provided by the respondents. This implies that these variables are important in EPS.

10.2.2. Relationship between Dimensions of EPS and Stakeholders' Benefit Based on the objectives of the study, the impact of various dimensions of EPS on stakeholders' benefit is analyzed by using Karl Pearson's bi-variate correlation analysis, which is furnished in table 4 below.

**Table 4: Relationship between EPS Dimensions and Value Driven Benefit**

Sl. No:	Dimensions of EPS	Components of Stakeholders' Benefit		
		Value Driven Benefits		
		*IDM	**SP	***S
1	Security	0.733	0.801	0.912

2	Speed	0.883	0.889	0.620
3	Ease of Payment	0.664	0.768	0.599
4	Convenient	0.667	0.694	0.557
5	Control	0.661	0.477	0.692
*IDM - Improved Decision Making				
**SP - Service Provision				
***S - Safety				

Table 4 explains the relationship between various dimensions of EPS with that of the value driven benefits enjoyed by the stakeholders after the implementation of EPS in the UAE. From the table, it is obvious that the EPS components such as security, speed, ease of payment, convenient and control has got high degree of positive correlation with variables such as improved decision making, service provision and safety. The correlation is relatively low for control and service provision as it is obvious that when control is high, it may affect the smooth provision of service.

**Table 5: Relationship between EPS Dimensions and Citizen-Driven Benefits**

Sl. No:	Dimensions of EPS	Components of Stakeholders' Benefit		
		Citizen Driven Benefits		
		*T	**P	***SG
1	Security	-0.490	-0.551	-0.619
2	Speed	0.229	0.691	0.705
3	Ease of Payment	0.580	0.675	0.589
4	Convenient	0.639	0.731	0.599
5	Control	-0.504	0.576	0.662
*T - Transparency				
**P - Participation				
***SG- Shared Governance				

From table 5, it is obvious that security is negatively correlated with transparency, participation and shared governance. It is natural that when security features are enhanced, it adversely affect transparency, participation and shared governance. In the case of speed, there exists high correlation with participation and shared governance. The variables ease of payment and convenience show strong positive correlation with all citizen driven benefits. The variable control is negatively correlated with transparency as the control system is strengthened, it affect the transparency provided by the EPS in the UAE. But, it is to be noted that the control system is positively correlated with participation and shared governance.

**Table 6: Relationship between EPS Dimensions and Economic Cost Driven Benefits**

Sl. No:	Dimensions of EPS	Components of Stakeholders' Benefit		
		Economic Driven Benefits		
		*CR	*RR	***PE
1	Security	-0.559	-0.499	0.685
2	Speed	0.668	0.617	0.700
3	Ease of Payment	0.534	0.497	0.683
4	Convenience	0.507	0.514	0.633
5	Control	-0.611	-0.581	0.727
*C - Cost Reduction				
***RR - Resource Reduction				
***PE - Process Efficiency				

Table 6 shows that the variable security shows fair negative correlation with cost reduction and resource reduction. Improving the security features, the cost also increases. But better security feature is found to be highly positively correlated with process efficiency. Speed, ease of payment and convenience show better degree of positive correlation with cost reduction, resource reduction and process efficiency. It is to be noted that enhanced control system increases the cost and usage of resources as there is negative correlation of

control with cost reduction and resource reduction. But, better control system improves the process efficiency of EPS.

**Table 7: Relationship between EPS Dimensions and Technology Driven Benefits**

Sl. No:	Dimensions of EPS	Components of Stakeholders' Benefit		
		Technology Driven Benefits		
		*CTP	*EA	***RTIP
1	Security	0.665	0.704	0.599
2	Speed	0.564	0.668	0.648
3	Ease of Payment	0.559	0.898	0.779
4	Convenient	0.578	0.646	0.667
5	Control	0.660	0.498	0.595

\*CTP - Collaborative Tools and Platform  
 \*\*EA - Easy Access  
 \*\*\*RTIP - Real Time Information Processing

Table 7 shows that there is high degree of positive correlation of all the variables of EPS with that of technology driven benefits such as collaborative tools and platform, easy access and real time information processing. The technological benefits are very high due to the implementation of EPS system in the UAE.

**10.2.3. Hypothesis Hypotheses Testing**

Based on the above analysis, the testing of hypothesis is furnished in table 7 and table 8.

**10.2.3.1. Hypothesis 1 (H01)**

Table 7: The importance of EPS dimensions such as security, speed, easy of payment, convenience and control for generating stakeholders' benefit.

Pearson's Correlation	One-Way ANOVA			
Sig. (Two Tailed)	Correlation Coefficient	F	Mean Square	Significance (p)
0.00	0.52	5.78	66.66	0.00

Regarding hypothesis 1 (H01), the Pearson's Chi Square and ANOVA test shows that the sig (2 tailed) for Chi-Square is 0.00 which is less than 0.05 and thus suggests that the dimensions such as security, speed, easy of payment, convenience and control are important for the implementation of EPS in the UAE. The sig value for ANOVA is 0.00 which is less than 0.05 (p<0.05) that shows that these factors are important in generating various benefits to the stakeholders who use the EPS system in the UAE. Thus, it can be proved that the EPS dimensions are important in successful implementation of EPS in the UAE and hence, the null hypothesis can be rejected.

**10.2.3.2. Hypothesis 2 (H02)**

**Table 8: Relationship between dimensions of EPS and various benefits to stakeholders**

Pearson's Correlation	One-Way ANOVA			
Sig. (Two Tailed)	Correlation Coefficient	F	Mean Square	Significance (p)
0.00	0.27	2.57	29.36	0.00

Table 8 shows that Pearson's Correlation value for two tailed test is 0.00 and the ANOVA value also is 0.00 which is less than 0.05. Hence we can reject H02 and say that there exists very strong relationship between various dimensions of EPS and the stakeholders benefit in the UAE while they deal with the government authorities.

**11. DISCUSSION**

The study reveals that various dimensions or benefits of EPS such as security, speed, ease of payment, convenience and control are very important for successful implementation of EPS in any countries of the world. The same is applicable in the

case of UAE also. These dimensions show strong correlation with stakeholders' benefit in implementing EPS. The stakeholders' benefits are value driven benefits, citizen driven benefits, economic cost driven benefit and technology driven benefits. The individual variables in the EPS dimension influence the individual variables under each category of stakeholders' benefit.

All the elements in value driven benefits are strongly influenced by various dimensions of EPS. It is found that the dimensions of EPS has improved the decision making among the stakeholders, provision of service by the concerned departments and has enhanced the safety level of operations in between the stakeholders. When considering the citizen driven benefits, it is found that security is negatively correlated with transparency, participation and shared governance. The ease and convenience of payment strongly influence all the citizen driven benefits. The variable, control is negatively correlated with transparency as it can be found that when the control system is strengthened, the transparency got reduced in the UAE. But control system has improved participation and shared governance in between the stakeholders in the country. In the case of economic cost driven benefits, security shows fair negative correlation with cost reduction and resource reduction which implies that whenever security system is strengthened, the cost of operations also increased in the EPS implementation. The same is the case with control system as it is found that enhanced control system increases the cost and usage of resources. In the case of technology driven benefits, all the dimensions of EPS shows positive relationship as it can be found that the EPS system has improved collaborative tools and platforms used in the country, the access to the information as well as the real time information processing. In short, it can be concluded that the EPS dimensions strongly influence the EPS stakeholders' benefit in the country.

The above results should also be compared with literature review, as applicable.

**12. CONCLUSION**

The study is an attempt to explore the role of various dimensions of EPS in influencing various types benefits accrued to the society and the stakeholders. The study is conducted by analyzing a cross section of samples taken from various areas of activities of EPS and eliciting primary data through a questionnaire. The study is relevant in the current scenario in the UAE as the country has been in the forefront of introducing EPS among all the countries of the Middle East. From the study, it can be revealed that the implementers of EPS should be cautious enough to consider the various dimensions of EPS as it strongly influences the benefits that is derived to the stakeholders.

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  48. all above need to be absolutely as per APA