



ASIAN JOURNAL OF INTERDISCIPLINARY RESEARCH



Perceptions of Semi-Urban Branch Personnel on Digital Banking Consequences

Ajay Kumar Ganguly ^{a, *}, Subrata Chattopadhyay ^b, Subhajit Bhattacharya ^c

^a Department of Commerce, Syamaprasad College, University of Calcutta, Kolkata-700025, India.

^b Department of Marketing, Institute of Engineering and Management, Kolkata, West Bengal-700091, India

^c Department of Marketing, XIM University, Bhubaneswar, Odisha-752050, India.

*Corresponding author Email: research.ajg@gmail.com

DOI: <https://doi.org/10.54392/ajir2516>

Received: 06-01-2025; Revised: 11-03-2025; Accepted: 17-03-2025; Published: 30-03-2025



Abstract: This research diverges from the extensive studies that primarily examine the external consumers of the banking industry, since it specifically investigates the perceptions of internal customers i.e. employees about the advantages of digital banking. The significance of branch personnel extends beyond their contribution to the formation of a service organization's identity. They also play a crucial role in promoting the use of electronic channels among customers. Internal customers' demographics (such as age, gender, and years of experience) are analysed to learn more about their proficiency with online banking. Five latent constructs, one moderating construct and two dependent constructs have been identified. It has been observed statistically that, the latent constructs- work climate, time management, required skill sets, reduced cost and management support have a significant impact on Employees satisfaction. Three demographic variables showed up and their moderation effect explored in this study. Snowball and Convenience sampling was used to qualify 245 samples. This study uses SPSS-AMOS 23.0 and descriptive statistics through SPSS. The results found that job security affects employee retention at all levels. A supportive work environment, good time management, the learning of skills to adapt to everyday technology advancements, cost reduction, and complete management assistance boost employee morale and satisfaction. Management needs these qualities to reduce staff turnover and build a core team to provide excellent customer service.

Keywords: Employees Perception, Work climate, Time management, Skill, Cost Optimization, Management support, Job Security, Employee Satisfaction, Employee Retention

1. Introduction

Customers play a crucial and influential position within the banking sector, as well as the e-commerce industry. Customers in the banking industry can generally be classified into internal and external customers (Awan *et al.*, 2012). External clients refer to persons and companies that engage in financial activities within the banking sector, conducting monetary transactions either through online or offline means across their respective accounts. Internal customers refer to the personnel employed within an organization who are responsible for delivering services in accordance with the needs and expectations of external consumers (Khan *et al.*, 2017). The prioritization of customer requirements is given significant consideration, and the banking industry relies on technology to align with these objectives. Nevertheless, in order to provide services to external consumers, it is imperative to prioritize the demands of internal customers and take their ideas into account when developing a smooth and uninterrupted flow of services (Najmi *et al.*, 2015). This is particularly crucial in the current era of rapid technological advancements. Consequently, the provision of customized services, along with direct engagement and a comprehensive comprehension of consumers' needs, yields services of superior quality (Ali and Kaur, 2015). The adoption of technological developments by Indian banking consumers is hindered by various problems such as infrastructural limitations, lack of understanding, and other challenges, which significantly impact the progress of this technological enhancement (Adeyemi and Aremu, 2008).

While there has been significant research conducted on the topic of external customers, it is equally vital to consider the perspectives of employees having relation to online banking services. The current study aims to



investigate the elements that influence the opinions and perceptions of internal consumers regarding internet banking. There are several studies that emphasized the crucial need of comprehensively comprehending the internal customer impression of online banking services in emerging countries such as India, where the banking sector is still in its infancy of transition (Auta, 2010; Musa *et al.*, 2015). A substantial body of research has focused on external customers, whereas limited studies have examined internal customer perspectives. This is significant not only due to their role in shaping the identity of a service organization, but also because branch employees often bear the responsibility of encouraging customers to utilize electronic channels.

A multitude of studies have been conducted on branch employee satisfaction and retention. Among these, certain research endeavours focus on recruitment practices and job stress associated with the integration of technology within the realm of digital banking (Njuguna and Owuor, 2016). Other scholars examine the risks and benefits faced by employees due to the digital transformation of banking systems (Munir, 2017). However, there remains a notable gap in the literature regarding the acceptance, satisfaction, and retention of branch personnel, particularly in relation to work climate, time management, cost reduction, and management support for bank employees operating in semi-urban areas. In this context, this paper tries to address the gaps and the following research questions are derived:

- a RQ1: Do Latent Constructs have any impact on Employee Satisfaction?
- b RQ2: Do employee satisfaction helps to trigger employee retention to reduce turnover?
- c RQ3: Do job security has any moderation effect on employee retention?

2. Review of Literature

Several academic works have been studied and analysed why electronic channels are crucial for financial services (Xing, 2018). In the modern day, cutting-edge tech is essential to an organization's survival and expansion. The banking and e-commerce industries, for example, have unique information and communication technology requirements that must be addressed globally (Xing, 2018). To maintain a healthy rivalry from possible rivals and increase their revenue inflows, businesses should use acceptable and technologically sophisticated information systems as a tool which aids the firm for improved service delivery (Khan and Faisal, 2015). Successful banks in the new millennium are those who have prioritized their customers and invested in modernizing their service delivery systems via the use of information and communication technologies (Woherem, 2000). Online banking is considered an e-commerce venture that is applicable to both business-to-consumer (B2C) and business-to-business (B2B) elements of services within the financial and banking sectors (Opara and Opara, 2016). This viewpoint encompasses the transition from traditional orthodoxical methods to the more contemporary manner of service delivery.

The perspectives and contentment of employees within the banking sector are significantly shaped by its digital landscape. The experiences and perceptions of employees regarding these transitions are essential for overall satisfaction and performance as financial institutions embrace digital channels. This response will explore the key attributes of employee satisfaction and perspective within this evolving environment. Recent research has demonstrated that the quality of service and the commitment of employees significantly influence customer satisfaction. In this realm, the research has concentrated on two pivotal variables: service and the dedication of staff (Lo *et al.*, 2024).

Separate research was conducted to investigate the impact of information technology on the performance of staff at Allied Bank. It has been observed that the use of technology significantly enhances staff productivity while concurrently mitigating instances of errors and fraudulent activities. While it is true that bank personnel provide high-quality services, it is essential to emphasize the importance of giving sufficient training to these employees. This is because the absence of suitable training may lead to decline in the quality of services provided to the clients (Abbas *et al.*, 2014). Many firms prioritize external customer contentment above internal customer satisfaction (employee satisfaction) due to the idea that external consumers contribute to the firm's financial success (Bamfo, 2012). It is thus anticipated that employees possess a customer-centric mindset and effectively handle instances of deviant or abusive customer conduct in a manner that safeguards the firm's retention of its lucrative clientele (Kaur and Ali, 2021). Frontline service refers to the provision of immediate and direct assistance to individuals or communities in need. It involves the deployment of personnel or in the workplace, it is anticipated that workers will encounter



situations that require them to operate under stressful conditions. Specifically, they are expected to maintain composure, exhibit politeness, and demonstrate efficiency. However, these expectations may prove to be very challenging to fulfil, particularly when engaging with customers who present difficulties (Akkawanitcha *et al.*, 2015). Unreasonable customer expectations have been shown to have a significant impact on the emotional weariness experienced by frontline staff. This emotional exhaustion, in turn, has been shown to have a detrimental effect on employees' attitudes and dedication towards their profession (Stock and Bednarek, 2014). Employee turnover intention refers to an employee's inclination or desire to leave an organization and/or industry in the future. Several variables, including human, job-related, organizational (institutional), or industry-related ones, may contribute to employees' inclinations to leave their current employment (Babakus *et al.*, 1999).

Based on the preceding discourse, it is evident that several research have been conducted on staff turnover, employee propensity for training, and employee customer orientation. However, there is a scarcity of research that has been undertaken in semi-urban areas inside a developing country such as India. The majority of research undertaken in the field has been focused on measuring and analysing external customer satisfaction. However, there is a limited body of literature that specifically examines the concept of internal customer satisfaction, which pertains to the contentment of employees inside an organization. From this standpoint, our research has a distinct and unparalleled spirit. The above analysis reveals that the perception of workers significantly impacts the service performance inside a bank, particularly in situations when there is regular engagement between employees and customers, whether it be offline or online.

2.1 Theoretical Underpinning

The whole financial framework has been transformed owing to pervasive internet technology. Currently, all commercial activities such as commerce, trade, importation, exportation, and the buying and selling of items depend on electronic banking. Banking services are efficient and cost-effective owing to the use of internet technologies. A multitude of Public and Private Sector Banks has offered electronic banking services. Currently, every bank seeks to attract consumers by providing the most advanced services. This present research seeks to examine the awareness of public sector bank personnel i.e. employees and their perception

Bankers in India are required to implement Core Banking Solutions [CBS] in accordance with the guidelines established by the Reserve Bank of India. Additionally, the requirement for Bankers to implement CBS in all branches is prompted by the submission of a variety of reports to the Government and regulators, as well as MIS reports to the upper management. Technology is advantageous to those who possess sufficient expertise regarding its application. However, it results in numerous misunderstandings among individuals who lack the necessary knowledge and training. This study is conducted to investigate the impact of CBS on bank employees in the evolving banking landscape. CBS is the primary instrument of digitalization and digital banking. The plethora of research on digital transformation in different organizations seems to ignore employees. Understanding the crucial part people play in digital transformation is essential as digital technologies are more of a range of soft components encouraging organizational changes. Employees have to be not just ready for change but also actively involved in it.

The Theory of planned behaviour focuses on factors that determine individuals' actual behavioural choices. According to this theory, three factors influence behavioural intentions: the positive or negative valence of attitudes about the target behaviour, subjective norms, and perceived behavioural controls. Designed to forecast and grasp human conduct, the theory of planned behaviour (TPB) is a motivating theory. A multi-step theory meant to help individuals achieve desirable behaviours stage by stage, the transtheoretical model of behaviour modification (TTM)

The main challenges organization face is adjusting their culture, attitude, and competencies to the new, digital way of working instead of technological trends, disruptive innovations, or altering targeted behavioural patterns. The shift towards skills, culture, and attitude demands more focus on staff members. Should people lack digital literacy, enduring digital transformations might be fairly challenging. Technology users actively construct employee actions and individual behaviour in their daily practices by both doing and interpreting in their workplaces. Nevertheless, it is crucial to examine technology from a sociotechnological perspective when addressing this theme in the context of technology management within an organization. The theory of planned behaviour (TPB) offers a



valuable framework for examining the process by which individuals develop their perceptions, attitudes, and behaviours.

Our proposed model is partially derived from TPB i.e. Theory of Planned Behaviour and other latent variables are derived from different literatures. The different latent items are derived from the discussion of previous literature.

Organizational climate theory is the collection of work environment characteristics that employees perceive and that influence their behaviour within an organization. It is a metric that evaluates the work environment's influence on the motivation and behaviour of individuals, either directly or indirectly. An appropriate organizational climate can enhance morale, motivate employees, and increase their involvement in decision-making, resulting in increased productivity, creativity, innovation, and self-efficacy. According to existing research, Indian workers place significant importance on the deployment of e-banking, specifically emphasizing the need for suitable communication infrastructure and legal infrastructure (Zhu *et al.*, 2018). Employees have the belief that technology plays a crucial role in effectively managing concerns pertaining to network security, hardware, and banking applications (Akhtar *et al.*, 2014). Furthermore, they concur that technology has the capacity to diminish repetitive monotonous tasks within the banking sector. The work stress has been reduced (Khan *et al.*, 2018). In general, organizational climate theory underscores the significance of establishing a positive work environment that encourages employee productivity, engagement, and motivation.

Thus, from the above discussion the following statements are very relevant for Likert scale survey study and meant for Exploratory Factor Analysis. V1: Technology adoption improve work climate; V2: Technology adoption controls the work stress; V3: Technology adoption reduces repetitive manual work; V4: Technology adoption smoothening work climate; V5: Technology adoption speed up transaction process; V6: Technology adoption saves operational time; V7: Technology adoption enhances the control of the operating staffs; V8: Technology adoption improves customized skill set of the employees; V9: Technology adoption helps to develop required skill; V10: Technology adoption enhances customized digital learning possibilities; V11: Technology adoption helps to improve compatibility required skills; V12: Technology adoption reduces overhead costs; V13: Technology adoption optimizes manpower requirements vis-s-vis cost; V14: Technology adoption reduces cost of error; V15: Technology adoption improves quality of services through reduction of cost; V16: Management motivates employees for acquiring required technical skill; V17: Any types of technical glitch smoothly be removed through management support; V18: Management support to remove any type of technical constraints.

In the literature, job security is explicated through a variety of theories. Greenhalgh and Rosenblatt (1984) proposed a multidimensional formulation that emphasizes job features and hazards to the job. An eminent researcher proposed that job security can be regarded as a component of efficiency remuneration, in which organizations provide security in order to decrease workforce attrition (Kislev, 1986). Additionally, some researchers have examined job insecurity from a multilevel perspective, focusing on individual-level constructs such as subjective and objective job insecurity, along with organizational constructs like job insecurity climate and climate strength (sora *et al.*, 2009). Collectively, these theories facilitate comprehension of the intricacies of job security and its effects on both individuals and organizations. When there is no work conflict, when management smoothly runs the operation, the possibility of job security enhances. Job security also reinforce the employee contentment and triggers the best possible work deliver to accomplish the organizational goal. Reduced stress, congenial atmosphere, healthy working climate ensures job security which give better productivity (Mehri *et al.*, 2011).

Motivation and hygiene are the primary factors that contribute to employee satisfaction, as per Herzberg's motivation-hygiene theory. Motivation induces satisfaction, while hygiene mitigates dissatisfaction. Job satisfaction is enhanced by motivators, or satisfiers. Therefore, it is concluded that knowing employee behavioural intention is regarded essential for both a deeper familiarity with the information system and the provision of these services to clients. The cultivation of this behaviour is influenced by the workers' disposition towards efficient use and the expected advantages resulting from such implementation. The perspectives of employees are shaped and impacted by socio-demographic characteristics such as gender, Age, year of experience, and other relevant variables (Yen *et al.*, 2003). Thus, the latent variables have their own impact on Employees satisfaction as well as these socio-demographic has some impacts on Employees satisfaction. The different latent variables (considered here) have their own impact Employee Satisfaction. According to Taylor *et al.* (2003) there is variation in individuals' impression of



internet use based on gender. The preferences of female persons about internet use are often seen as insignificant due to socio-cultural factors and familial obligations (Yuen, 2013).

Organizational performance is becoming increasingly preoccupied with the elevated rates of employee turnover. This is due to the substantial losses associated with an organization's financial and social capital. It is not only detrimental to the organization, but also to the individuals, resulting in significant setbacks and resource depletion. As a result, business academicians are perpetually in pursuit of employee retention theories that will be instrumental in maintaining both the entities.

Employee Retention has been characterized by employees' belongingness to the organization and their retention in that organization. Employee adherence may be defined as the inclination to choose an organization above others. There are several catalysts which ensure the retention of the employees (Ramlall, 2004).

2.2 Development of Hypothesis

In this current research, the authors have also sought to investigate the influence of demographic variables as moderators on the relationship between latent constructs and employee satisfaction. The hypotheses have been generated in the following manner:

- H1a: The correlation between latent components and employee satisfaction is favourably moderated by gender.
- H1b: Age positively moderates the relationship between Latent constructs and Employee Satisfaction
- H1c: Year of Experience acts as a moderator between latent constructs and Employee satisfaction
- H2: There is a significant impact of Latent Variables on employee satisfaction
- H3: There is a significant impact of employee satisfaction on employee retention.

The importance of job security lies in its ability to enable workers to effectively manage the repercussions associated with turnover. Employees evaluate job security by analysing their own perceptions, coordination with management, working environment, learning opportunities, and the experiences shared by others, including infrastructure and customer interactions. The presence of job security significantly enhances the morale of prospective employees. This research aims to investigate the moderating effect of job security on employee satisfaction and retention.

- H4: Job Security positively moderates the relationship between Employee Satisfaction and Retention

3. Methodology Adopted

3.1 Methods for Collecting Data

The use of snowball and convenience sampling was implemented due to resource constraints and the enhanced accessibility to potential responders. The researchers distributed self-administered questionnaires to the participants with the aid of acquaintances and sought voluntary participation from the responses. The participants were provided with sufficient information to make well-informed choices about their participation in the study and to exercise their rights as volunteers. The interviewers conducted in-person visits to the respondents' location in order to personally administer the questionnaires to the employees. Prior to engaging with workers, interviewers often request consent from higher authorities. Once approval is obtained, the employees of the respective branches of the assigned bank are contacted to participate as respondents. The survey included persons who were employed by banks and have comprehensive knowledge of the procedures of online digital banking. Nevertheless, many measures were used at multiple stages of the question-answering process to preserve the integrity of the survey. The filter question was designed to determine the participants' desire to participate in the survey, while simultaneously ensuring them of confidentiality. The participants were approached in a polite way, and then, the study purpose was elucidated. The study was conducted in four discrete semi-urban regions located near the metropolitan city of Kolkata in the state of West Bengal. Two interviewers, who had undergone specialized training to administer the questionnaire, were involved in the research process. Between the months of February 2024 and April 2024, data



were gathered. The banking industry was chosen because it is a representative example of a service sector that has played a significant role in helping India become an emerging economy. Approximately 30% of the individuals who received invitations to participate in the survey eventually opted not to partake. Approximately 370 questionnaires were disseminated or distributed, with 260 subsequently returned for analysis. This corresponds to an observed response rate of approximately 70% in the research. As 15 surveys were missing data, the total usable sample size was 245. Since there are 18 latent indicator variables and as per Westland 2010 the sample size is adequate. The rule of thumb indicates 5 to 10 samples per indicator variables, thus from this point also the sample size is adequate. Furthermore, the present sample also satisfies the minimum sample size requirements proposed by Bentler and Chou (1987), which is determined by the ratio of the sample size to the number of parameters. For normal distributions, the minimum threshold is set at 5:1.

Approximately one third of the sample (82 people) reported having experience with Private Banks (33%), while the remaining 67% reported having experience with conventional nationalized banks. The researchers in this specific study made the decision to refrain from using online administration of the survey due to the documented low response rate.

3.2 Instrument Development

The research paradigm of this study is examined experimentally using a survey questionnaire. In line with the positivist research paradigm, a survey questionnaire is created that includes the demographic information of the respondents as well as scale items. The first component of the surveys included inquiries about respondents' age, gender, and year of experience. The other demographic variables like educational qualifications are not considered because in the Banking system each employee is recruited through a common eligible test; and the authors and interviewers are consciously overlooked the Income type of demographic question because it is very sensitive and the employees may not agree to give the interview due to this type of sensitive questions. Consequently, for the second portion of the survey questionnaire, we used scale questions some of which are previously used in other research investigations [i.e. from established scale] and some of which are derived from literature and has been validated through exploratory factor analysis [EFA] by which we can derive the factors through step wise factor extraction method. The items were evaluated using a seven-point Likert scale, where a rating of 1 denoted substantial disagreement and a rating of 7 denoted significant agreement. The questionnaire's content validity (wording and meaning) was diligently evaluated, and English versions were developed to optimise readability. Subsequently, the questionnaire's content and structure were evaluated in a pilot study. The pilot test participants' data was excluded from the analysis.

Table 1 provides a more in-depth look at the responses' demographic profile. The distribution of employees is such that females constitute 40.82 percent, while men make up 59.18 percent of the total employee base. It is noteworthy that a significant proportion of the participants in the study were below the age of 40, with the majority being within the 25-40 age bracket, accounting for 51 percent of the overall responses. The percentage of participants with 0-10 year of experience was also rather high.

Table 1. Demographic Profile

Construct	Classification	Number	Percentage
Gender	Male	145	59.18%
	Female	100	40.82%
Age	23-40	125	51.02%
	40+	120	48.98%
Year of Experience	0-10	130	53.06%
	10+	115	46.94%

Source: Created by Authors based on Primary data Note: n=245



The data analysis was done by following structural equation modelling (SEM) and path analysis by using SPSS-AMOS 23.0 software (Malek, 2011). According to the research conducted by Malek, 2011, it is commonly accepted that a sample size should be at least 10 times the maximum number of structural techniques employed in order to ensure the accuracy of findings pertaining to a specific construct model. SPSS was used to do the statistical analysis on the descriptive data. The reliability and consistency of the research tool were determined using the alpha test. Frequency and percentage calculations, as well as mean, standard deviation, and multi-collinearity tests, were among the additional statistical analyses performed. SPSS-AMOS 23.0 was employed for structural equation model analysis.

3.3 Structure of Instrument

The questionnaire is prefaced with an explanation of the study's goals, the structure of the questions, and the ethical considerations that went into its development. There are three parts to this questionnaire. In the first section, we ask qualifying questions. In Section 2, basic information is requested, such as age, gender, and Year of Experience. The third section is made up of Likert scale questions (from "Strongly disagree" to "Strongly agree") meant to elicit responses on the built environment.

3.4 Location of the study

The study was conducted in a semi-urban area of Kolkata, thus necessitating the commissioning of a Bengali translation of the original English questionnaire. Prior to widespread circulation, the translated survey instrument underwent pilot testing and qualitative interviews with respondents.

4. Data Analysis

4.1 Measures Development

From a scale that had been previously validated, the items used to capture the responses were extracted. The latent items are extracted from the literature and constructs have been developed through EFA and clubbing the items as per their factor loading. To accommodate the digital banking context, the wording of the questions was modified. The content validity of the measuring scale was determined by a thorough examination of its content. This examination was conducted by a panel of specialists consisting of a marketing professor, marketing research professional, e-commerce professor, and bank managers. The questions have been modified somewhat in response to their ideas. In addition, proficient bilingual specialists translated the questionnaire into Bengali. Subsequently, the questionnaire underwent a thorough review to ensure accurate and suitable translation. The participants were provided with the choice to complete the survey in either English or Bengali. Data was analysed using SPSS-AMOS 23.0.

Development of Factor(s):

Table 2. Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.792
Bartlett's Test of Sphericity	Approx. Chi-Square	3834.522
	df	153
	Sig.	.000

n= 245 Sources: Primary Data

The Kaiser-Meyer-Olkin (KMO) values of the anti-image correlation matrix in SPSS were used to assess the appropriateness of the sample. The diagonal elements of the anti-image correlation matrix correspond to the values of MSA (Measurement of Sampling Adequacy) for the variables (Thien *et al.*, 2014). Both KMO and MSA may have values ranging from zero (0) to one (1). The threshold requirements for both cases are as follows: a value over 0.5



and below 0.7 is considered "acceptable", a value above 0.7 is considered "good", a value above 0.8 is considered "great", and a value over 0.9 is considered "superb" (Bertsch and Pham, 2012). Upon reviewing Table 2, it is evident that all the latent items together meet the criteria for sample adequacy. The whole of the items jointly met the criteria for sample adequacy.

The test requires that the total variance extracted be more than 0.5, indicating that over 50% of the variation is accounted for by the observable variables. More precisely, this implies that less than 50% of the variability is attributable to mistake. Exploratory Factor Analysis revealed the extraction of 5 (five) latent observed components, which serve as observed latent constructs.

Table 3. Total Variance Explained

Component	Initial Eigen Values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.786	23.448	23.448	3.521	21.801	21.801
2	2.392	14.814	38.262	2.455	15.203	37.004
3	1.911	11.834	50.096	1.804	11.172	48.176
4	1.579	9.388	59.484	1.502	9.301	57.477
5	1.110	6.874	66.358	1.008	6.861	64.338
6	.982	6.081	72.439			
7	.911	5.641	78.080			
8	.866	5.363	83.443			
9	.775	4.121	87.564			
10	.709	3.231	90.795			
11	.540	2.063	92.858			
12	.466	1.944	94.802			
13	.401	1.392	96.194			
14	.308	0.992	97.186			
15	.295	0.882	98.068			
16	.243	0.702	98.770			
17	.191	0.664	99.434			
18	.147	0.566	100.00			

Sources: Primary Data

Factor rotation was limited to the cases with more than one independent construct. This step applied Varimax rotation method in SPSS. The final rotated factor structure is very clear and extracted three separate and distinct independent factors. Next, we analysed the Eigenvalues to verify the presence of the three factors. As demonstrated in Table 3, three factors were extracted (i.e., there are five factors with Eigenvalues above 1.0) for the three constructs are independent observed latent constructs. Note that 61.98% of the total variance is explained which is respectably high (Bertsch and Pham, 2012). In the next table i.e. table 4, a satisfactory value has been observed in the ten variables which are categorized in three components. Here we have applied Principal Component Analysis as Extraction Method and Varimax with Kaiser Normalization has been used as Rotation Method.

Extraction Method: Principal Component Analysis.



Rotation Method: Varimax with Kaiser Normalization; Rotation converged in 4 iterations

In the next step, we categorized the variables in five distinct constructs or components and categorized and named the observed latent constructs as per table 5.

Table 4. Rotated Component Matrix

	Component				
	1	2	3	4	5
V1	.729	-.070	.050	.157	.019
V2	.773	.090	.035	.119	.077
V3	.726	.165	.008	.150	.047
V4	.791	-.080	.107	.147	.158
V5	.009	.821	.258	.158	-.070
V6	.034	.843	.139	.177	.088
V7	.004	.792	-.030	.234	.155
V8	.053	.153	.813	.167	.095
V9	-.010	.127	.771	-.231	.088
V10	.114	.113	.795	.288	.172
V11	.151	.050	.822	0.278	.235
V12	.035	.141	.006	.744	.155
V13	.045	.058	.037	.713	-.173
V14	.168	.187	.014	.753	.162
V15	.255	.264	.066	.731	.074
V16	.141	.197	-.041	.191	.799
V17	-.172	-.131	.123	.169	.723
V18	.162	.158	.151	-.180	.718

Table 5. Development of Factors and Categorization of Variables

FACTOR 1	WORK CLIMATE
WC1	V1: Technology adoption improve work climate
WC2	V2: Technology adoption controls the work stress
WC3	V3: Technology adoption reduces repetitive manual work
WC4	V4: Technology adoption smoothening work climate
FACTOR 2	TIME MANAGEMENT
TM1	V5: Technology adoption speed up transaction process
TM2	V6: Technology adoption saves operational time
TM3	V7: Technology adoption enhances the control of the operating staffs
FACTOR 3	SKILL
SK1	V8: Technology adoption improves customized skill set of the employees
SK2	V9: Technology adoption helps to develop required skill
SK3	V10: Technology adoption enhances customized digital learning possibilities
SK4	V11: Technology adoption helps to improve compatibility required skills
FACTOR 4	COST OPTIMIZATION
CO1	V12: Technology adoption reduces overhead costs
CO2	V13: Technology adoption optimizes manpower requirements vis-s-vis cost
CO3	V14: Technology adoption reduces cost of error



CO4	V15: Technology adoption improves quality of services through reduction of cost
FACTOR 5	MANAGEMENT SUPPORT
MS1	V16: Management motivates employees for acquiring required technical skill
MS2	V17: Any types of technical glitch smoothly be removed through management support
MS3	V18: Management support to remove any type of technical constraints

The first aspect i.e. "Work Climate" entails that technology adoption reduce work stress & redundancy and smoothening the work atmosphere. Within the realm of digital transformation, the work climate encapsulates the overall ambiance, culture, and environment of a bank. Technology adoption speeds up the transaction and reduce the operational time – thus second factor has been termed as "Time Management" Time management in digital banking operations pertains to the effectiveness with which branch staff utilize their working hours to enhance efficiency. It also encompasses the reduction of time allocated to manual tasks through the implementation of digital technologies. effectively managing digital transactions, customer support, and regulatory adherence. The third factor "Skill" depicts that technology adoption improves customized required skill. The acquisition of skills entails the refinement of knowledge and competencies essential for the realm of digital banking. It encompasses a comprehensive understanding of core banking software, digital payments, cybersecurity, and AI-driven banking solutions; it further explores the enhancement of client digital interactions through chatbots, mobile banking, and remote assistance. The fourth factor "Cost Optimization" depicts that technology adoption reduces overhead costs and cost of error. In the realm of digital banking, cost optimization represents a refined approach to reduce expenses while simultaneously elevating efficiency and value. Effective cost management ensures the sustainability of banking operations while maintaining customer satisfaction and the superior level of service delivery. The last latent factor has been named as "Management Support" which entails any types of technical glitch smoothly be removed. It further articulates the guidance, resources, and inspiration that bank management provides to enable branch staff members to adapt to advancements in digital banking. Here's a conceptual framework diagram illustrating the relationships between work climate, skills, cost, management support, and employee retention (Figure 1).

Key Factors Influencing Employee Retention in the Workplace

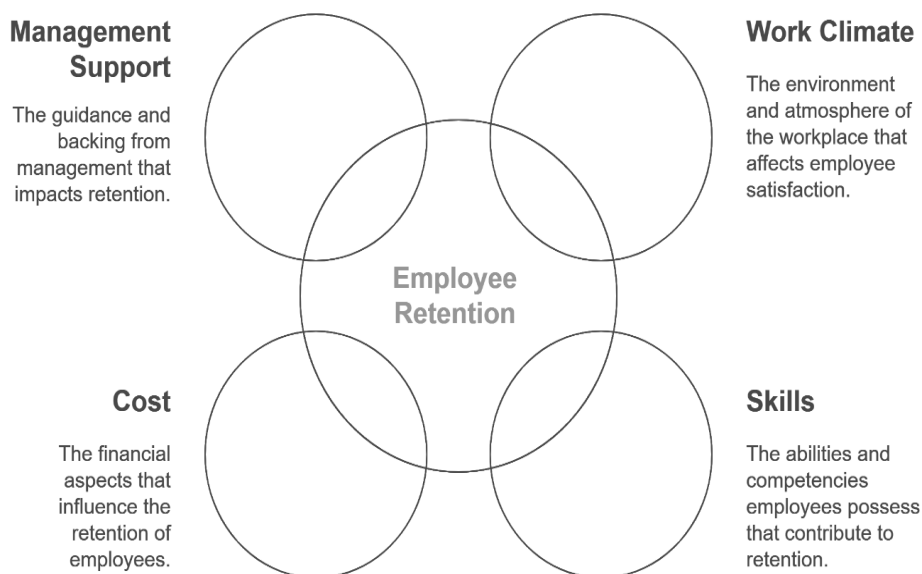


Figure 1. Conceptually proposed Diagram.

4.2 Conceptually Proposed Model

From the above Conceptually Proposed Model, Work Climate [WC]; Time Management [TM]; Skill [SK]; Cost Optimization[CO]; Management Support[MS] have been derived from exploratory factor analysis [EFA] and other two intermittent dependent and dependent variables are derived from established Scale i.e. that have been previously



used in other research investigations. The concepts of Employee Satisfaction (ES) are derived from the work of Al Smadi, 2012, and Employee Retention (ER) has been adopted from Ramlall, 2004.

The measuring model is used to assess a unidirectional link between items intended to measure a single concept (Figure 2).

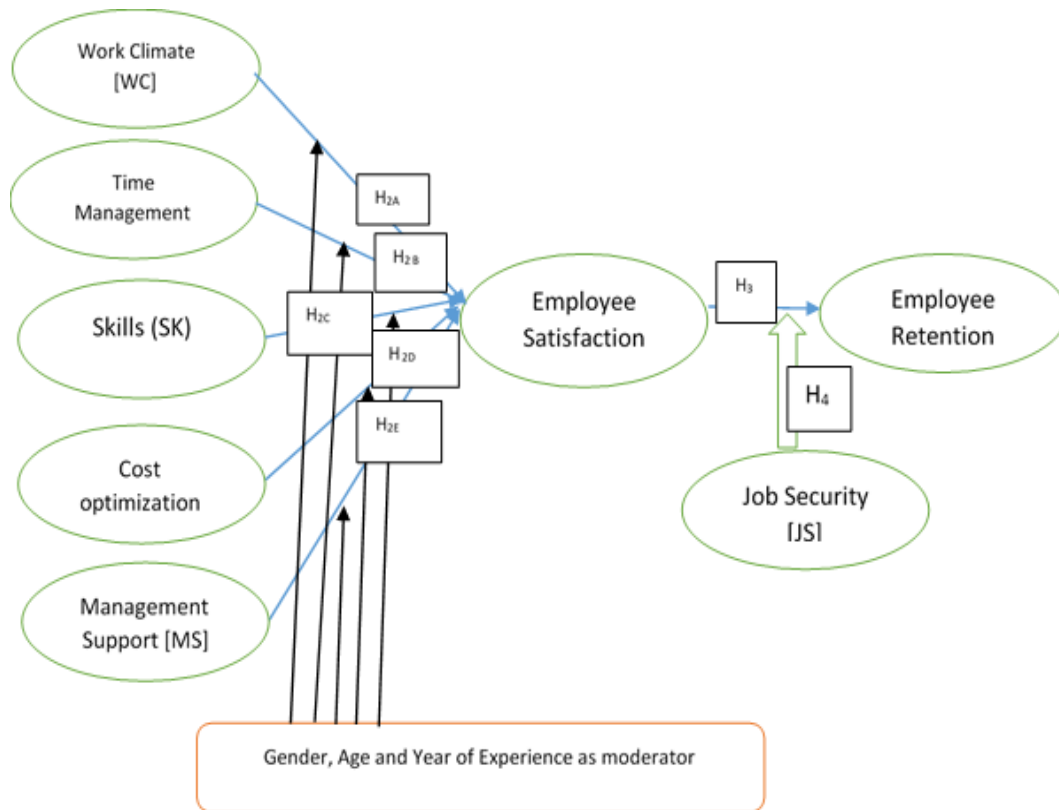


Figure 2. Conceptually Proposed Model

Table 6. Validating Constructed Scale

Latent Variable	Factor Loading	AVE	CR	Alpha Value
Work Climate		.570	.841	.844
Technology Adoption improves Work Climate	.729			
Technology Adoption reduce work stress.	.773			
Technology Adoption smoothening work climate	.726			
Technology adoption reduces repetitive manual work	.791			
Time Management		.670	.859	.834
Technology Adoption Speed up Transactional Process	.821			
Technology Adoption save operational time	.843			
Technology Adoption enhances control of the operating staff(s)	.792			
Skill		.640	.877	.881
Technology adoption improves customized skill set of the employees	.813			
Technology adoption helps to develop required skill	.771			
Technology adoption enhances customized digital learning possibilities	.795			
Technology adoption helps to improve compatibility required skills	.822			



Cost		.541	.825	.829
Technology Adoption reduces overhead cost	0.744			
Technology Adoption reduces manpower requirement vis-à-vis cost	0.713			
Technology Adoption reduces cost of error	0.753			
Technology Adoption improves quality of service through cost reduction	0.731			
Management Support		.559	.791	.796
Management motivates employees for acquiring required technical skill	0.799			
Any kind of technical glitch smoothly removed through management support	0.723			
Management support to remove any type of technical constraints	0.718			

Source: Created by Authors based on Primary data

Table 7. Validating the Scale [Constructs derived from Established Scale or Literature]

Moderating Variable		FACTOR LOADING	AVE	CR	Alpha Value
07	Job Security [Mehri et al, 2011]		0.528	0.770	0.774
JS1	Technology Adoption reduces work conflict	0.729			
JS2	Technology Adoption increases job sustainability	0.743			
JS3	Technology Adoption increases security of job prospect	0.707			
Dependent Variable					
08	Employees' Satisfaction [Al Smadi, 2012]		0.549	0.785	0.791
ES1	Technology Adoption enhances job satisfaction level	0.773			
ES2	Technology Adoption enhances sense of job accomplishment	0.738			
ES3	Current job satisfies my skill sets	0.711			
09	Employees' Retention [Ramlall, 2004]		0.564	0.795	0.799
ER1	I think I will spend all my career in this Banking Sector	0.743			
ER2	I should not think to leave this sector in a short span.	0.803			
ER3	I intend to grab the skill set of new technologies and prosper in this banking sector	0.704			

Source: Created by Authors based on Primary data

The measuring model is used to assess a unidirectional link between items intended to measure a single concept. Evaluation of a concept is based on three pillars: discriminant validity, convergent validity, and reliability. For the construct to provide significant item dependability and demonstrate that it accounts for more than half of the indicator's variation, the observed variables must have a factor loading higher than 0.700. Furthermore, it is advised that in order to satisfy the requirements for providing composite reliability and Cronbach's Alpha should both be greater than 0.7. Second, a scale's reliability and validity may be assessed using its convergent validity. According to [Fornell and Larcker \(1981\)](#), if a construct's average variance extracted (AVE) is more than or equal to 0.5, it can explain at least 50% of the variation in its component parts. Third, discriminant validity demonstrates that there is no relationship between the components used to assess constructs. To assess discriminant validity, [Fornell and Larcker \(1981\)](#) propose comparing the square root of the average variance extracted (AVE) for each construct to the



correlation between the constructs or latent variables. When taking into account the square root, the AVE is projected to have a higher value than the other constructs.

Harman's single-factor test was implemented to examine common method bias (CMB) in the data, (Fuller *et al.*, 2016; Podsakoff *et al.*, 2003) within the study. The total variance that was accounted for was 43.46%, which is less than 50%. Consequently, it can be concluded that the data does not contain any significant CMB. Since the VIF values are all less than 3.33 thus it can be inferred that there is no CMB present in the data.

Table 6 and 7 illustrates that the factor loading results were adequate, and the alpha value exceeds the threshold value that indicates internal consistency and reliability. This implies that the alpha coefficient is within the acceptable range. Consequently, the data was determined to be suitable for inclusion in the structural model, as all of the Construct (Factor) loadings for each variable exceeded 0.4. Furthermore, the results suggest that the composite reliability (CR) values exceeded 0.750 and the average variance extracted (AVE) values exceeded the recommended threshold of 0.5 [40]. Consequently, the measures employed in the study were within acceptable limits, as illustrated in Table 6 and 7.

Table 8. Fornell Larcker Criterion

	WC	TM	SK	CO	MS	JS	ES	ER
WC	0.755							
TM	0.411	0.818						
SK	0.501	0.552	0.800					
CO	0.416	0.485	0.479	0.735				
MS	0.453	0.475	0.497	0.402	0.748			
JS	0.535	0.479	0.422	0.424	0.391	0.726		
ES	0.495	0.425	0.413	0.410	0.559	0.485	0.741	
ER	0.341	0.509	0.533	0.539	0.541	0.493	0.451	0.751

Source: Created by Authors based on Primary data

As per Table 8, Discriminant validity is established when the square root of the average variance extracted (AVE) for each construct surpasses its correlation coefficient with other constructs (Fornell and Larcker, 1981). The diagonal components, emphasized in bold inside the specified matrix, denote the square root of the average variance extracted (AVE). In contrast, the off-diagonal components provide the straightforward correlation coefficient between the related constructs.

Table 9. Goodness to Fit Model

	χ^2/df	AGFI	GFI	RMSEA	CFI	NFI
Recommended	<5	>0.80	>0.90	<=0.10	>0.90	>0.90
Study Value	3.43	0.819	0.911	0.065	0.925	0.918

Source: Created by Authors based on Primary data

It is imperative to verify the proposed research model's suitability for the intended purpose of this study before testing the primary hypotheses. This can be achieved by utilizing a set of indicators. This was achieved by employing a goodness-of-fit model. The model has a reasonable fit, as evidenced by the chi-square/degree-of-freedom (χ^2/df) value of 3.43 in Table 9. The AGFI score of 0.819, exceeds the recommended cut-off of > 0.8 for a satisfactory model fit. The RMSEA of 0.065 is less than the threshold of 0.10 for acceptable approximation errors. Additionally, the good-of-fit index (GFI) of 0.911, the comparative fit index (CFI) of 0.925, and the normed fit index



(NFI) of 0.918 all surpass the threshold of 0.90. Consequently, the indicators were determined to be adequate for the investigation, as illustrated in Table 9.

Table 10. Structural Model Estimation

Hypotheses and relationship	Std. Beta	p-value	t-value	Decision	VIF
H2A: WC → ES	0.329	**	5.971	Supported	2.2896
H2B: TM →ES	0.163	0.021*	2.159	Supported	2.3129
H2C: SK →ES	0.345	**	6.429	Supported	1.3116
H2D: CO→ES	0.326	**	5.791	Supported	1.2876
H2E: MS → ES	0.251	**	4.389	Supported	1.2796
H3: ES → ER	0.335	**	6.389	Supported	1.3041

Note: **Indicates p-value significant at 1% level

Source: Created by Authors based on Primary data

Table 11. Moderation Analysis

Hypothesis	Path	Simple effect (Beta)	Interaction effect (Beta)	Hypothesis supported/Not supported
H4	ES x JS→ER	0.309**	0.343**	Supported

Note: **Indicates p-value significant at 1% level

Source: Created by Authors based on Primary data

Table 12. Estimation of R² and adjusted R²

Dependent Variables	Squared multiple correlations (R2)	Adjusted R2	Remarks
Employee Satisfaction	0.735	0.732	Satisfactory
Employee Retention	0.758	0.756	Satisfactory

Source: Created by Authors based on Primary data

In Table 10 the Structural Model Estimation has been done the finding has been discussed in the following Results and Finding Section. In Table 11 the authors have tried to show the moderation analysis, and the results have been depicted in the following Results and Finding Section. The authors have shown the R² and adjusted R² values in Table 12, and these results are discussed in the following Section.

4. Results and Findings

According to Table 10 indicates that hypothesis H2, which investigates the impact of Work Climate on Employee Satisfaction is accepted as the associated p-value is less than the 0.01 threshold. Consequently, we found that, Time Management, Cost optimization, Skills and Management Support significantly impacted on the Employee Satisfaction, as the associated p-value is less than the 0.01 threshold (Figure 3). As a consequence of this, we can infer that, all these latent variables have significant impact on Employee Satisfaction.

The p-value that corresponds to hypothesis H3 is below the 0.01 threshold, which indicates that the hypothesis is accepted. This hypothesis investigates the effect of Employee Satisfaction [ES] on the adoption of technology-driven e- banking with reference to Employee Retention [ER]



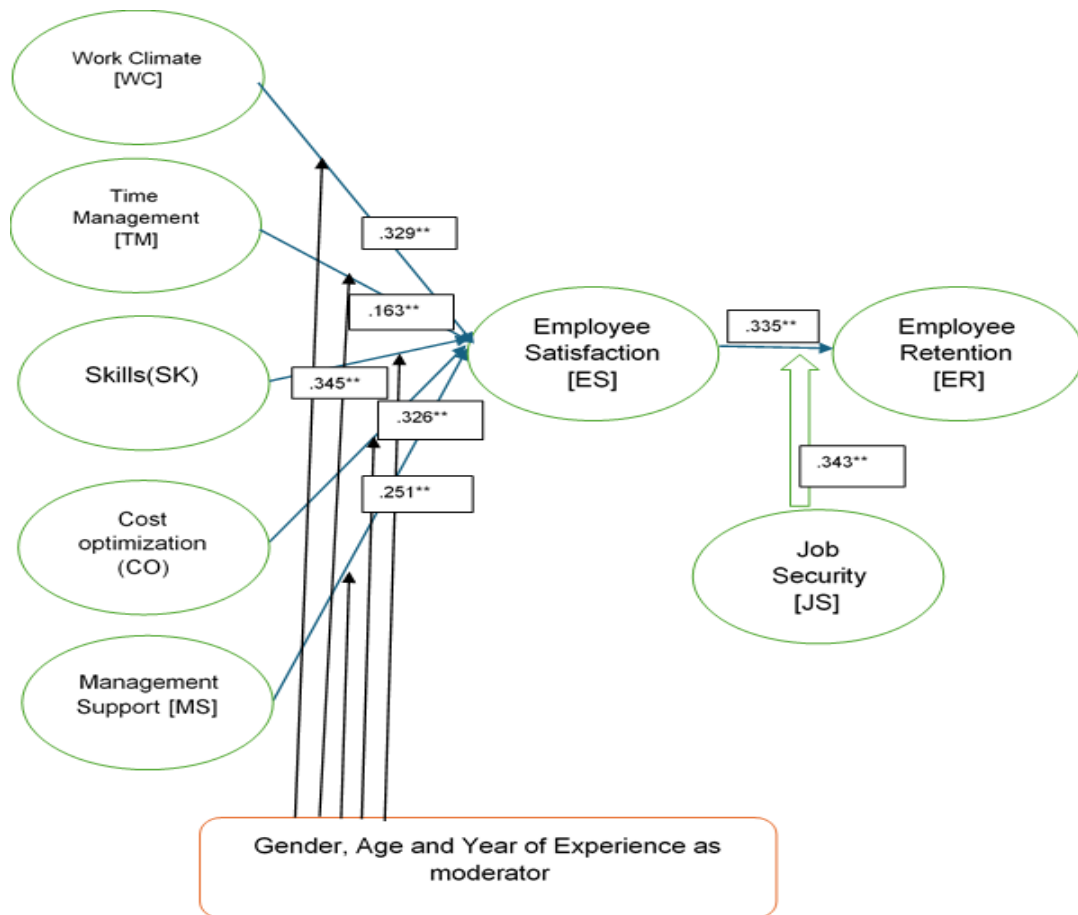


Figure 3 Statistically proven Model.

Based on the results obtained from our statistical study, it has been determined that the adjusted R^2 value, which serves as an indicator of Employee satisfaction and Employee Retention with regards to technology enabled e-banking usage, exhibits adjusted values of 0.732, and 0.756, respectively.

The statistics of moderation are displayed in Table 11, and it has been observed through hypothesis testing that there is a considerable correlation of moderation with regard to Job Security. Researchers have proven a positive link between an increase in the Job Security component and the following development in Employee Retention. The association has been empirically demonstrated to be positive. Because the beta value of the indirect or interaction effect is 0.343 and the p value is less than 0.01, the hypothesis H_4 has been accepted in this research. The hypothesis was accepted because the p value was less than 0.01.

5. Discussion

In this study the authors tried to determine the moderating effect of Demographic profile (Gender, Age and Year of Experience) of the sample on satisfaction aspect. This viewpoint considers all underlying variables and assesses the moderating effect of gender on Employees' satisfaction across individual latent constructs. An Independent Sample t-Test was conducted for each construct, and the results indicated that gender does not have a moderating influence on the link between latent components and employee satisfaction, as shown in Table 13. The hypothesis does not support and can be determined that Gender does not exert a moderating influence on Employee Satisfaction concerning the specified latent constructs. The work environment within banks has not been influenced by gender differences, as these banking premises are inherently secure and provide a robust sense of safety. Both males and females possess comparable skill sets essential for executing an assignment, with time management, skill proficiency, and cost management reflecting striking similarities across genders. No particular issues regarding management support have been observed or reported; consequently, there is no moderating effect of gender on management support.



Table 13: Results of Independent Sample t-Test [Moderator as Gender]

Constructs	MALE		FEMALE		t-value	p-Value
	Mean	SD	Mean	SD		
WC	4.93	1.22	4.89	1.15	0.258	0.796(ns)
TM	3.43	0.91	3.58	0.76	1.354	0.177(ns)
SK	3.97	1.05	4.13	0.95	1.218	0.224(ns)
CO	4.36	1.23	4.62	1.11	1.691	0.092(ns)
MS	4.64	1.28	4.74	1.25	0.607	0.545(ns)
ES	4.83	1.14	4.99	1.09	1.099	0.273(ns)

Note: ns - not supported

Source: Created by Authors based on Primary data

H1a: The correlation between latent components and employee satisfaction is favourably moderated by gender.

This Hypothesis is not accepted as per the p-value obtained in Table 13.

However, the authors conducted independent sample t-tests for each latent construct and observed that (Table 14) Age significantly moderates Employees’ satisfaction on the basis of other latent components. In this particular case the authors have segregated the Age component in two distinct factors 23 to 40 [considered young and millennial segment] and 40+ [here considered age –old persons]; the authors have identified t-value independently for each factor and identified the significations. It has been shown that, these age factor has considerable moderation effect on Employee satisfaction.

H1b: Age positively moderates the relationship between Latent constructs and Employee Satisfaction This Hypothesis is accepted as per the p-value obtained in Table 14.

Table 14. Results of Independent Sample t-Test [Moderator as Age]

Constructs	23-40		40+		t-value	p-Value
	Mean	SD	Mean	SD		
WC	4.76	1.21	4.41	1.11	2.356	0.019*
TM	3.71	1.05	3.99	0.96	2.176	0.030*
SK	3.91	0.98	4.18	1.15	1.980	0.048*
CO	4.16	1.03	4.44	1.08	2.077	0.038*
MS	4.14	1.08	4.54	1.02	2.977	0.003**
ES	4.03	0.96	4.39	1.13	2.691	0.007**

Note: **Indicates p-value significant at 1% level ; *Indicates p-value significant at 5% level

Source: Created by Authors based on Primary data

In contrast, the researchers conducted an independent sample t-test for each construct and observed that the year of experience had a significant moderating effect on Employees’ satisfaction and various latent components, as indicated in Table 15. In this specific instance, the authors have divided the Year of Experience component into two separate factors, namely below 0-10-years and 10+ years. The researchers have independently determined the t-value for each factor and assessed their statistical significance. Employees’ levels of happiness may be significantly influenced by demographic factors including their year of experience, according to the studies.



H1c: Year of Experience acts as a moderator between latent constructs and Employee satisfaction

This Hypothesis is accepted as per the p-value obtained in Table 15.

Table 15. Results of Independent Sample t-Test [Moderator as Year of Experience]

Constructs	0-10years		10+ years		t-value	p-Value
	Mean	SD	Mean	SD		
WC	4.62	1.01	4.33	1.16	2.091	0.037*
TM	4.28	1.10	3.99	0.94	2.203	0.028*
SK	4.01	0.94	4.28	1.19	1.981	0.048*
CO	3.96	1.11	4.24	1.03	2.038	0.042*
MS	4.06	0.98	4.34	1.05	2.158	0.032*
ES	4.12	0.91	4.41	1.01	2.364	0.018*

Note: **Indicates p-value significant at 1% level; *Indicates p-value significant at 5% level

Source: Created by Authors based on Primary data

The statistical result is synonymous with practical experience of interviewers. Because it has been observed that the age-old, experienced employees are resistant to technology adoption and digitization in semi-urban banking sector. In both the cases, the employee satisfaction [ES] part affect more intensely than the other latent constructs (on the basis of t-value).

Uddin and Sayem, 2012 in their study in Bangladesh has portrayed similar statistical result but differ in demographic moderation level where they have portrayed no moderation. The participants of this study expressed that the automation of specific activities, particularly financial transactions and administrative tasks, significantly conserved their time and effort. The enhancement of operational efficiency allowed the staff to devote greater focus to their primary responsibilities, a development that significantly contributed to an elevation in job satisfaction. In conclusion, the participants regarded these refined processes as significantly enhancing the effectiveness and satisfaction of the workplace. Which is aligned with the findings of Bashamambire, 2015 study in Uganda and Nakyenzi, 2018 doctoral study in Uganda. This study also align with the study of Mishra *et al.*, 2020.

6. Conclusion

The present study conducted an in-depth investigation that elucidated numerous facets pertaining to internet banking, both in a direct and indirect manner. This phenomenon is manifested through a conceptual framework that places significant emphasis on the perception of employees as internal customers, as well as their adaptability and application within the banking sector. The study focuses on the objects of analysis from some prominent private banks and nationalized banks located in the suburban area of Kolkata. Before delving into the primary purpose of the study, a comprehensive evaluation is conducted to ascertain the status of the subjects in terms of their demographic features, including age, gender, and length of service. This assessment provides a clear depiction of the employee profile within the designated sector. This study elucidated the strategic measures undertaken by the banking industry in their human capital processes to effectively address the increasing demands of the online banking sector. The study's findings emphasize the significance of the organization, specifically a bank, in facilitating the adoption of technology inside the workplace. It is evident that a majority of participants concur that the significance of management, as delineated in the existing body of literature, is highly crucial in facilitating the implementation of technology within the workplace. The presence of characteristics such as the working climate, time management, required customized skill sets, reduced cost, and management support indicate that employees exhibit a favourable inclination towards technology in the workplace, particularly when banks actively promote its use. This study also aims to examine the moderating effect of job security on employee retention. The acquired results were consistent with some references from the literature. The empirical study's findings indicate that the employees possess a



favourable perspective and attitude towards online banking transactions and services, although encountering various hurdles.

7. Theoretical and managerial implications

After reviewing the existing literature, we learned that there is a gap in our understanding of e-banking from the service provider's vantage point. Therefore, this effort attempted to investigate the challenges from a different angle—that of employees—than the laudatory research done to elicit the view of customers regarding online banking. The understanding of employee perception indicates that despite their little experience in their respective jobs or departments, employees possess the ability to empathize with customer needs due to their professional competence. The components that were selected here play an extremely significant function, and the moderating factor that was selected here play a significant role which is essential to the contentment and retention of employees.

The results of our study have substantial implications for managerial strategies. Job security among workers at all levels play a crucial role in influencing employee retention. The congenial work climate, Time management, acquiring required skill set to adopt daily technological innovation, reducing cost and all-around management support boost up the employees' morale and vis-à-vis increasing employee satisfaction. Thus, from management point of view, these factors play crucial pivotal role for reducing employee turnover and to build up a core team to provide best possible service to the customers.

The workforce constitutes an essential and integral component of any organization, with productivity largely hinging on the presence of qualified and skilled employees. It can be asserted that fostering employee behaviour serves to elevate performance and, in turn, enrich the overall productivity of the organization. By fostering a sense of belonging within the organization, management can cultivate elevated productivity levels and enhance employee retention. The insights gleaned from this study offer guidance to organizational managers in the formulation of refined management policies aimed at enhancing employee satisfaction and performance, all while taking into account the unique attributes of each individual employee and their acceptance level of digitization with proper programme of digital training.

8. Scope of Future Research

While this research has successfully met its primary objectives, it is not devoid of limitations. Initially, dependence on self-reported responses from participants may introduce a degree of bias into the findings. The subjective interpretations of questionnaire items by respondents may impact their answers, thereby potentially distorting the results. Future research endeavours may address this limitation by managing respondent bias and facilitating a more objective approach to data collection. Furthermore, the results of this research are predominantly situated within the banking sector, thereby constraining their applicability to other industries such as airlines, tourism, and online shopping services. The factors influencing the quality of customer service can differ significantly among industries, shaped by distinct customer expectations and the intricacies of service delivery methods. Consequently, forthcoming research ought to investigate the relevance of the identified variables within various industry contexts to deepen the comprehension of customer service quality across different sectors.

To open the door for potential future research opportunities, a few restrictions need to be highlighted. The challenges faced by the Indian private and nationalized banking sector, notwithstanding its intellectual working capital, are very thought-provoking. This provides an opportunity for future study to investigate other factors such as infrastructural, political, and economic challenges, as well as the perspectives of service providers (employees). There is ample opportunity for additional avenues of research in this field by addressing the limitations of this study, such as the limited sample size of respondents and the restriction of the study to employees of only very few private and nationalized banks in the country. Furthermore, future research could focus on exploring the various technical and process-related factors associated with providing electronic/online banking services. Here only the researchers are concentrated on semi-urban segment of Kolkata metropolitan city, but this research can be extended towards rural and city branches also. In future research, it is crucial to account for the potential biases of participants. Here authors are only considering five latent factors but there are several other factors which might be considered in



future to analyse the technological adoption in the banking sector in respect of employee's perspective. The impact of AI-driven banking automation on employee satisfaction is also key perspective of future research.

References

- Abbas, M., Raja, U., Darr, W., Bouckenooghe, D. (2014). Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *Journal of management*, 40(7), 1813-1830. <https://doi.org/10.1177/0149206312455243>
- Adeyemi, S. L., & Aremu, M. A. (2008). The strategic importance of internet banking in Nigerian Financial Institutions. *Adamawa State University Journal of Decision Analysis*, 1(2), 138-148.
- Akhtar, N., Aziz, S., Hussain, Z., Ali, S., & Salman, M. (2014). Factors affecting employees motivation in banking sector of Pakistan. *Journal of Asian Business Strategy*, 4(10), 125.
- Akkawanitcha, C., Patterson, P., Buranapin, S., & Kantabutra, S. (2015). Frontline employees' cognitive appraisals and well-being in the face of customer aggression in an Eastern, collectivist culture. *Journal of Services Marketing*, 29(4), 268-279. <https://doi.org/10.1108/JSM-12-2013-0328>
- Ali, S. S., & Kaur, R. (2015). An empirical approach to customer perception of mobile banking in Indian scenario. *International Journal of Business Innovation and Research*, 9(3), 272-294. <https://doi.org/10.1504/IJBIR.2015.069137>
- Al-Majali, M., Mat, N.K.N. (2011). Modeling the antecedents of internet banking service adoption (IBSA) in Jordan: A Structural Equation Modeling (SEM) approach. *Journal of Internet Banking and Commerce*, 16(1).
- Al-Smadi, M.O. (2012). Factors affecting adoption of electronic banking: An analysis of the perspectives of banks' customers. *International journal of business and social science*, 3(17).
- Auta, E.M. (2010). E-banking in developing economy: Empirical evidence from Nigeria. *Journal of applied quantitative methods*, 5(2).
- Awan, M. A., Khan, H. U., & Zhang, W. (2012). A comparative study on online service quality perception of two major regional economies. *International Journal of e-Education, e-Business, e-Management and e-Learning*, 2(6), 529-33. <https://doi.org/10.7763/IJEEEE.2012.V2.178>
- Babakus, E., Cravens, D.W., Johnston, M., Moncrief, W.C. (1999). The role of emotional exhaustion in sales force attitude and behavior relationships. *Journal of the Academy of Marketing Science*, 27(1), 58-70. <https://doi.org/10.1177/0092070399271005>
- Bagozzi, R.P., Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the academy of marketing science*, 40, 8-34. <https://doi.org/10.1007/s11747-011-0278-x>
- Bamfo, B.A. (2012). Exploring the challenges of small businesses in Ghana. *Indian Journal of Economics and Business*, 11(3).
- Bashamambire, C. (2015). Information technology and performance of commercial banks in Uganda. *A case study of Diamond Trust Bank*.
- Bertsch, A., Pham, L. (2012). A guide to multivariate analysis in cross cultural research. *Journal of International Doctoral Research*, 1(1), 97-121.
- Fornell, C., Larcker, D.F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Fuller, C.M., Simmering, M.J., Atinc, G., Atinc, Y., Babin, B.J. (2016). Common methods variance detection in business research. *Journal of business research*, 69(8), 3192-3198. <https://doi.org/10.1016/j.jbusres.2015.12.008>
- Greenhalgh, L., Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management review*, 9(3), 438-448. <https://doi.org/10.2307/258284>
- Kaur, S.J., Ali, L. (2021). Understanding bank employees' perception towards technology enabled banking: A developing country perspective. *Journal of Financial Services Marketing*, 26(3), 129-143. <https://doi.org/10.1057/s41264-021-00100-5>
- Khan, A., Ahmed, S., Paul, S., Kazmi, S.H.A. (2017, June). Factors affecting employee motivation towards employee performance: A study on banking industry of Pakistan. In *International conference on management science*



- and engineering management. Springer International Publishing. https://doi.org/10.1007/978-3-319-59280-0_50
- Khan, H., Faisal, M. N. (2015). A Grey-based approach for ERP vendor selection in small and medium enterprises in Qatar. *International Journal of Business Information Systems*, 19(4), 465-487. <https://doi.org/10.1504/IJBIS.2015.070205>
- Khan, H.U., Lalitha, V.M., Omonaiye, J.F. (2017). Employees' perception as internal customers about online services: A case study of banking sector in Nigeria. *International Journal of Business Innovation and Research*, 13(2), 181-202. <https://doi.org/10.1504/IJBIR.2017.083540>
- Kislev, Y. (1986). Wages, Turnover and Job Security (No. 196). *Development Research Department, Economics and Research Staff, World Bank*.
- Lo, Y.C., Lu, C., Chang, Y.P., Wu, S.F. (2024). Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators. *Heliyon*, 10(2). <https://doi.org/10.1016/j.heliyon.2024.e24130>
- Mehri, M., Iqbal, M.J., Hekmat, R.K., Ishaq, H.M. (2011). Impact of global financial crises on job security and job motivation of employees of banking sector in Iran. In *2nd International Conference on Business and Economic Research, Malaysia*.
- Mishra, S., Singh, S., & Tripathy, P. (2020). Linkage between employee satisfaction and employee performance: A case in banking industry. *Global Business Review*, 26(1). <https://doi.org/10.1177/0972150920970351>
- Munir, M.M.M. (2017). An Empirical Study on Risks and Benefits of E-banking in Context of Employee Satisfaction in Rajshahi Division, Bangladesh. *Research Reviews: Journal of Social Sciences*, 3(3), 149-156.
- Musa, A., Khan, H.U., AlShare, K.A. (2015). Factors influence consumers' adoption of mobile payment devices in Qatar. *International journal of mobile communications*, 13(6), 670-689. <https://doi.org/10.1504/IJMC.2015.072100>
- Najmi, E., Hashmi, K., Malik, Z., Rezgui, A., Khan, H.U. (2015). CAPRA: a comprehensive approach to product ranking using customer reviews. *Computing*, 97, 843-867. <https://doi.org/10.1007/s00607-015-0439-8>
- Nakyanzi Musoke, B. (2018). Career development programmes and employee job performance in the banking sector in Uganda Doctoral dissertation, *Uganda Martyrs University*.
- Njuguna, S.G., Owuor, E. (2016). Factors affecting employee satisfaction in the banking industry: case of consolidated Bank of Kenya Limited, Kenya. *European Journal of Business and Strategic Management*, 1(1), 51-69.
- Opara, B.C., Opara, D.N. (2016). Customer relationship management and banking sector market share performance. *International Journal of Business and Management Invention*, 5(12), 13-21.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., Podsakoff, N.P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879. <https://psycnet.apa.org/doi/10.1037/0021-9010.88.5.879>
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American academy of business*, 5(1/2), 52-63.
- Shukla, P., Banerjee, M., Singh, J. (2016). Customer commitment to luxury brands: Antecedents and consequences. *Journal of Business Research*, 69(1), 323-331. <https://doi.org/10.1016/j.jbusres.2015.08.004>
- Sora, B., Caballer, A., Peiró, J.M., De Witte, H. (2009). Job insecurity climate's influence on employees' job attitudes: Evidence from two European countries. *European Journal of Work and Organizational Psychology*, 18(2), 125-147. <https://doi.org/10.1080/13594320802211968>
- Stock, R. M., & Bednarek, M. (2014). As they sow, so shall they reap: Customers' influence on customer satisfaction at the customer interface? *Journal of the Academy of Marketing Science*, 42, 400-414. <https://doi.org/10.1007/s11747-013-0355-4>
- Taylor, W., Zhu, X. H., Dekkers, J., Marshall, B. (2003). Socio-economic factors affecting home internet usage patterns in Central Queensland. *Informing Science Institute*.
- Thien, L. M., Razak, N. A., & Ramayah, T. (2014). Validating teacher commitment scale using a Malaysian sample. *Sage open*, 4(2), 2158244014536744. <https://doi.org/10.1177/2158244014536744>



- Uddin, J., Sayem, M. (2012). Job satisfaction of bank employees working with E-channel service delivery network: a study on selected private commercial banks in Bangladesh. *Studies in Business and Economics*, 7(3), 165-178.
- Woherem E.E. (2000) Information technology in the Nigerian banking industry. *Spectrum Books*.
- Xing, Z. (2018). The impacts of Information and Communications Technology (ICT) and E-commerce on bilateral trade flows. *International Economics and Economic Policy*, 15, 565-586. <https://doi.org/10.1007/s10368-017-0375-5>
- Yen, D.C., Chen, H.G., Lee, S., Koh, S. (2003). Differences in perception of IS knowledge and skills between academia and industry: findings from Taiwan. *International Journal of Information Management*, 23(6), 507-522. <https://doi.org/10.1016/j.ijinfomgt.2003.09.011>
- Yuen, Y.Y. (2013). Gender and age effect on acceptance of internet banking: cultural comparison between United States and Malaysia. *International Journal of Business and Management*, 8(18), 1. <https://doi.org/10.5539/ijbm.v8n18p1>
- Zhu, Y. Q., Gardner, D. G., & Chen, H. G. (2018). Relationships between work team climate, individual motivation, and creativity. *Journal of management*, 44(5), 2094-2115. <https://doi.org/10.1177/0149206316638161>

Author Contribution Statement

Ajay Kumar Ganguly: Conceptualization, Methodology, Results analysis, Writing Original Manuscript, Subrata Chattopadhyay: Writing Review & Editing, Subhajit Bhattachary: Writing Review & Editing. All the authors read and approved the final version of the manuscript.

Does this article screen for similarity?

Yes

Conflict of Interest

The authors have no conflicts of interest to declare. There is also no financial interest to report. The author certifies that the submission is original work and is not under review at any other publication.

About the License

© The Author(s) 2025. The text of this article is open access and licensed under a Creative Commons Attribution 4.0 International Licenses

Cite this Article

Ajay Kumar Ganguly, Subrata Chattopadhyay, Subhajit Bhattacharya, Perceptions of Semi-Urban Branch Personnel on Digital Banking Consequences, *Asian Journal of Interdisciplinary Research*, 8(1), (2025) 79-99. <https://doi.org/10.54392/ajir2516>

