

THE EVOLUTION OF DIGITAL BANKING: IMPACTS ON TRADITIONAL FINANCIAL INSTITUTIONS

Ritesh Ranjan¹

¹Affiliation: Business Director at Capital One, USA.

ABSTRACT

The rapid advancement of digital technologies has revolutionized many sectors, with banking being one of the most impacted. Digital banking, driven by technological innovations such as mobile banking apps, blockchain, and AI-powered financial services, has significantly changed how customers interact with financial institutions. This transformation has led to both opportunities and challenges for traditional financial institutions (TFIs), requiring them to adapt quickly or risk obsolescence. This review explores the evolution of digital banking and its profound impacts on traditional banks, focusing on consumer behavior, technological advancements, and competitive pressures.

1. INTRODUCTION

The banking industry has undergone a significant transformation in the past two decades, fueled by the rise of digital technologies. What began as simple online services for checking account balances and transferring funds has evolved into a full suite of financial products available entirely online. With increasing consumer demand for convenience, speed, and personalization, digital banking has shifted from a novel concept to the dominant form of banking. In the last few decades, the financial services industry has experienced a rapid transformation, driven largely by advancements in digital technologies[1].

The emergence of digital banking represents one of the most profound changes, revolutionizing how financial transactions are conducted and how consumers interact with their banks. From the development of ATMs and online banking platforms in the late 20th century to the rise of mobile banking apps, digital wallets, blockchain, and artificial intelligence (AI)-driven financial services in the 21st century, the entire banking ecosystem has shifted dramatically. These technological innovations have changed the rules of the game, forcing traditional financial institutions (TFIs) to rethink their business models, customer engagement strategies, and operational frameworks. As a result, the banking industry is witnessing an unprecedented convergence of digital-native companies and legacy institutions battling for supremacy in a rapidly evolving marketplace[2].

At the core of this transformation is the increasing demand for seamless, efficient, and personalized financial services. Consumers, particularly younger generations, have grown accustomed to accessing various services — from shopping and entertainment to health and education — at their fingertips. The same level of expectation now extends to banking. Digital banking allows consumers to conduct financial transactions 24/7, manage accounts through mobile apps, access real-time customer support, and even receive personalized financial advice without ever stepping foot inside a physical branch. Traditional financial institutions, accustomed to operating through brick-and-mortar models for decades, now face the challenge of not only meeting these heightened customer expectations but also fending off fierce competition from nimble and technology-driven financial technology (fintech) firms[3].

1.2. The Origins of Digital Banking

The evolution of digital banking can be traced back to the 1960s when the banking industry first began adopting electronic systems to improve transaction processing and customer service. The invention of Automated Teller Machines (ATMs) in the late 1960s and early 1970s provided customers with the ability to conduct simple banking tasks, such as withdrawing cash and checking account balances, without visiting a branch. This marked the beginning of what would later become a full-scale transformation in banking service delivery. By the 1980s, telephone banking allowed customers to check balances and make transfers remotely[4, 5].

However, the real digital banking revolution began in the 1990s with the rise of the internet. Online banking emerged as a viable alternative to traditional in-branch banking, offering customers the convenience of accessing their accounts and conducting transactions from the comfort of their homes. As internet usage grew, banks invested heavily in building secure online platforms that allowed customers to perform a wide range of financial activities. Yet, the limitations of technology at the time meant that online banking services were relatively rudimentary and mostly confined to basic functions like balance inquiries and fund transfers.

The 21st century saw a new wave of digital innovation with the development of mobile technologies. The widespread adoption of smartphones and the proliferation of mobile apps created the perfect environment for the next phase of digital banking — mobile banking. Mobile banking apps, which became widely available in the late 2000s and early

2010s, provided a more intuitive and interactive way for customers to manage their finances. Unlike their online banking predecessors, mobile apps introduced features like remote check deposits, payment reminders, and the ability to monitor real-time spending patterns. The convenience, speed, and ease of use offered by mobile banking apps made them an instant hit, especially among younger consumers who prioritized digital-first experiences[6-8].

Table 1 evolution of digital banking[4-8]

Era	Technological Development	Description	Impact on Banking
1960s	Electronic Systems	Introduction of electronic systems for transaction processing and customer service.	Enabled faster and more accurate transactions; foundation for future innovations.
Late 1960s - 1970s	Automated Teller Machines (ATMs)	Machines allowing customers to perform simple banking tasks like cash withdrawals and balance checks.	Reduced the need for in-branch transactions and improved convenience for customers.
1980s	Telephone Banking	Allowed customers to access account information and transfer funds via telephone.	Enhanced remote banking capabilities, offering an alternative to visiting physical branches.
1990s	Online Banking	Introduction of internet-based banking, allowing customers to check balances and transfer funds online.	Shift towards internet banking; customers began managing finances from home, marking the first steps toward digital banking.
Late 2000s - 2010s	Mobile Banking	Development of smartphone apps allowing full account management, remote deposits, and real-time tracking.	Mobile-first banking revolution; increased customer convenience and real-time financial interactions.
2010s - Present	Blockchain and Cryptocurrencies	Introduction of decentralized financial systems and digital currencies like Bitcoin and Ethereum.	Presented an alternative to traditional financial systems; banks began exploring blockchain for secure transactions.
2010s - Present	Artificial Intelligence (AI) in Banking	Use of AI for fraud detection, personalized services, and chatbots for customer support.	Improved operational efficiency and customer engagement, transforming back-office operations.
2010s - Present	Advanced Security Mechanisms	Adoption of biometric authentication, encryption, and two-factor authentication (2FA).	Increased consumer trust by enhancing security in digital transactions and protecting sensitive data.

2. KEY TECHNOLOGIES DRIVING DIGITAL BANKING EVOLUTION

2.1. Mobile and Online Banking

Mobile banking applications have become a cornerstone of modern banking, allowing customers to manage their accounts, pay bills, and even apply for loans from their smartphones. Online-only banks, such as Revolut, N26, and Chime, are now competing with traditional banks by offering low fees, seamless interfaces, and innovative features. Mobile and online banking have revolutionized how consumers interact with their financial institutions, offering unprecedented convenience, accessibility, and efficiency.

The rise of digital technologies and widespread internet access has enabled banks to provide services beyond traditional physical branches, allowing customers to manage their finances from the comfort of their homes or on the go. These innovations, which began with the introduction of online banking in the late 1990s and the subsequent development of mobile banking in the early 2000s, have now become the primary means through which most individuals and businesses conduct financial transactions[9-11].

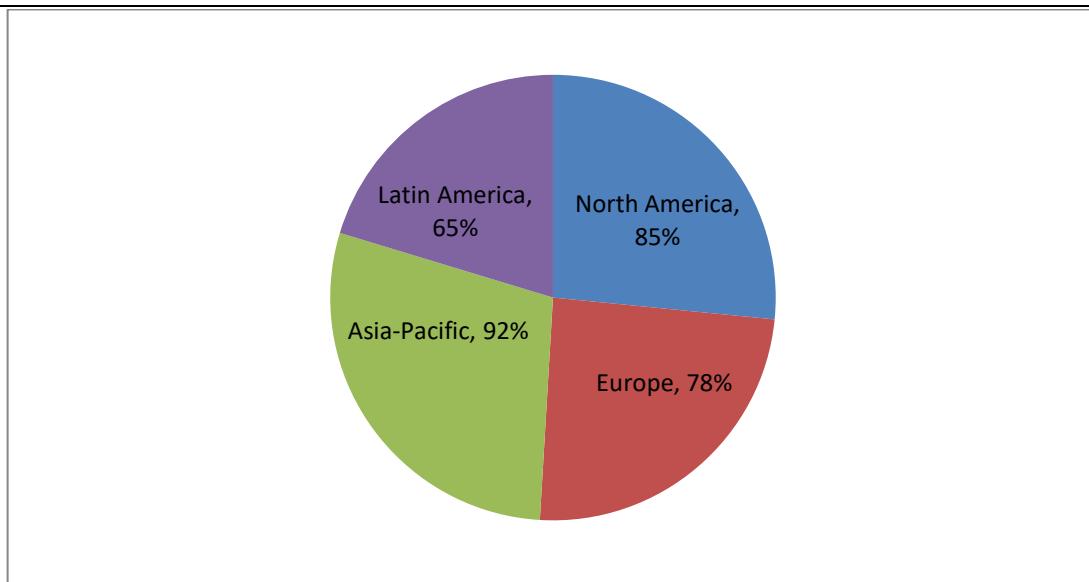


Figure 1 Mobile Banking Usage by Region

2.1.1 Evolution of Online Banking

Online banking, often referred to as internet banking, was the first step in the digital transformation of financial services. It allowed users to access banking services such as checking balances, transferring funds, and paying bills through web-based platforms. The early stages of online banking were relatively simple, offering limited functionality and often requiring customers to use their personal computers. However, as technology advanced, banks invested heavily in improving their online platforms, adding features such as online loan applications, investment tracking, and bill payment services. By the early 2000s, online banking had become a standard offering from most traditional banks. The growth of high-speed internet and improved security protocols, such as Secure Socket Layer (SSL) encryption, made it easier for customers to trust online banking platforms with their sensitive financial information. This shift marked the beginning of a broader trend toward digital banking, in which customers increasingly relied on digital platforms for their financial needs[12-14].

2.1.2 The Emergence of Mobile Banking

The advent of smartphones in the late 2000s marked a new era in the evolution of digital banking. Mobile banking, facilitated through dedicated apps developed by financial institutions, allowed customers to access their accounts and perform transactions directly from their mobile devices. Unlike online banking, which primarily required desktop or laptop computers, mobile banking offered a much more convenient solution, as it provided anytime, anywhere access to banking services. Mobile banking apps introduced a wide range of features, including remote check deposits, mobile bill payments, real-time notifications, and spending analysis tools. These innovations gave customers greater control over their financial activities, allowing them to track their transactions, receive personalized alerts, and manage their budgets in real-time. The ability to perform these tasks from a smartphone made banking more accessible, particularly for younger, tech-savvy consumers who prioritized convenience and digital solutions. One of the key advantages of mobile banking over traditional online banking is the integration of advanced technologies, such as biometric authentication (fingerprint and facial recognition), which enhance security and streamline the login process. Mobile banking apps have also integrated artificial intelligence (AI) and machine learning algorithms to offer personalized recommendations, fraud detection, and virtual financial assistants, further improving the user experience[15-18].

2.1.3 Impact on Traditional Banking

Mobile and online banking have had a profound impact on the traditional banking model, particularly in terms of customer engagement and service delivery. Banks have been forced to invest heavily in digital infrastructure and develop new business strategies to meet the demands of an increasingly digital-first customer base. The convenience of mobile banking has reduced the need for physical branches, leading to branch closures and a shift in the banking workforce toward more technology-focused roles. Moreover, the rise of mobile banking has given way to the emergence of digital-only banks, often referred to as "challenger banks" or "neobanks," which operate entirely through mobile apps without any physical locations. These banks, such as N26, Monzo, and Revolut, have disrupted the traditional banking landscape by offering low-cost services, faster transaction times, and user-friendly interfaces tailored to the modern consumer[19-21].

Table 2 Comparison of Mobile and Online Banking[18-21]

Feature	Online Banking	Mobile Banking
Access	Through internet browsers on computers/laptops	Through dedicated apps on smartphones/tablets
Key Services	Account management, funds transfer, bill payments, investments	Mobile deposits, P2P transfers, real-time alerts, spending tools
User Experience	Browser-based interface, optimized for desktops/laptops	App-based, mobile-optimized with touch features
Security	Passwords, 2FA, encryption	Biometric authentication (fingerprint, face ID), 2FA
Convenience	Access from home or work on any computer	On-the-go access anywhere with mobile internet
Main Challenges	Limited mobile-friendly features, requires stable internet	Security risks from mobile device theft or hacking

2.2. Blockchain and Cryptocurrencies

The introduction of blockchain technology and cryptocurrencies has added a new dimension to digital banking. While initially seen as a disruptive force, many traditional banks are now exploring how they can integrate blockchain for faster, more secure transactions. Digital currencies such as Bitcoin and Ethereum have challenged the dominance of government-backed fiat currencies, though adoption remains limited within traditional banking frameworks. Blockchain and cryptocurrencies have emerged as two of the most disruptive innovations in the financial sector, fundamentally altering how transactions are conducted and how value is exchanged. Initially introduced with the creation of Bitcoin in 2009 by an anonymous figure or group known as Satoshi Nakamoto, these technologies were designed to provide an alternative to traditional banking and financial systems, which rely heavily on centralized institutions such as banks, payment processors, and government authorities. At the core of blockchain is a decentralized ledger system, which allows for peer-to-peer transactions without the need for intermediaries. This decentralized nature eliminates the reliance on third parties for transaction verification, providing transparency, security, and speed. Blockchain operates by recording all transactions in a distributed ledger that is maintained across a network of computers (nodes), ensuring that the data cannot be altered retroactively without altering all subsequent blocks, which would require consensus from the majority of the network. This creates an immutable and transparent record of transactions, reducing fraud and enhancing trust in financial operations[22, 23].

Cryptocurrencies, which are digital or virtual currencies built on blockchain technology, represent a new form of currency that exists outside the control of any central authority. Bitcoin, the first and most well-known cryptocurrency, was developed as a form of "digital gold" — a decentralized asset that could serve as a store of value and a medium of exchange. Over the past decade, Bitcoin has grown in prominence, becoming not just a speculative investment but also a method of payment accepted by a growing number of merchants and service providers. The success of Bitcoin led to the creation of thousands of other cryptocurrencies, including Ethereum, Ripple (XRP), Litecoin, and stablecoins such as Tether (USDT), each offering different features and use cases. Ethereum, for example, extended the capabilities of blockchain by introducing smart contracts — self-executing contracts where the terms of agreement are directly written into code, enabling decentralized applications (dApps) to operate without intermediaries[24-26].

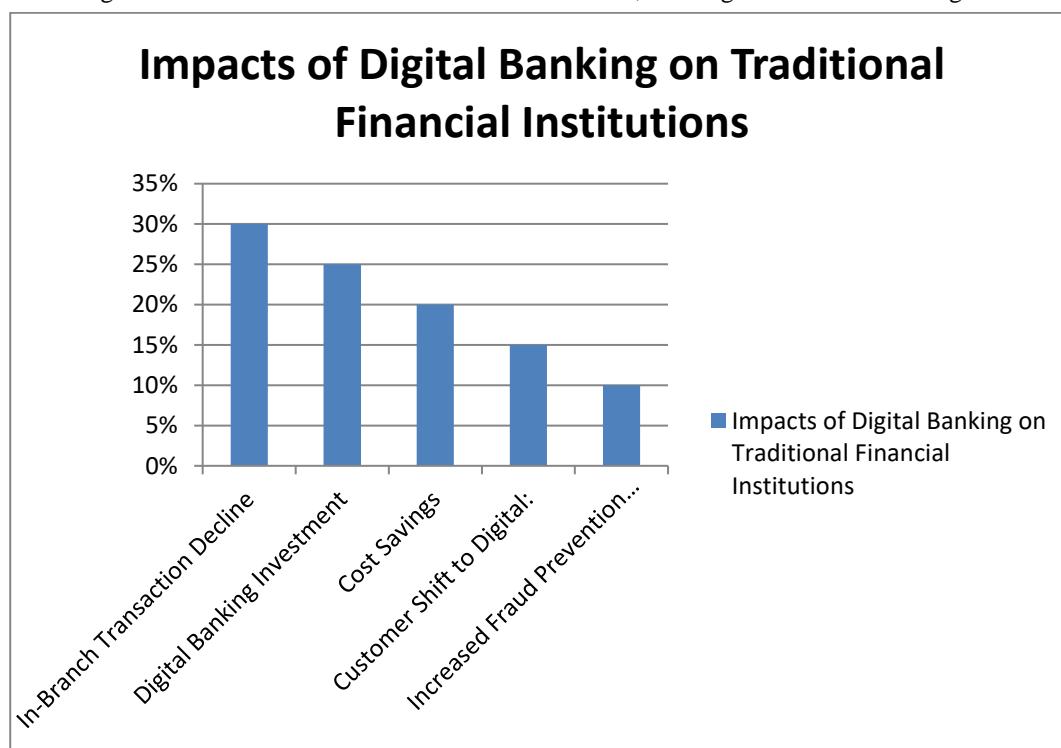
The adoption of blockchain and cryptocurrencies has significant implications for traditional financial institutions. Initially perceived as a threat to the established financial system, many banks and financial organizations have started to explore how blockchain technology can be integrated into their existing operations to enhance efficiency and security. Use cases include cross-border payments, where blockchain can dramatically reduce transaction times and costs by bypassing the traditional correspondent banking system. Additionally, blockchain's transparency and security have made it an attractive solution for enhancing fraud detection, managing supply chains, and improving regulatory compliance. Cryptocurrencies, on the other hand, have opened new avenues for decentralized finance (DeFi), enabling individuals to lend, borrow, and trade assets without needing a bank or financial intermediary. However, the rise of cryptocurrencies has also introduced challenges, particularly in terms of regulatory oversight, volatility, and security. Governments and financial regulators worldwide are grappling with how to regulate these decentralized assets, aiming to protect consumers while fostering innovation[27, 28].

2.3. AI and Automation

Artificial Intelligence (AI) has emerged as a powerful tool in digital banking, enabling financial institutions to offer personalized services, detect fraud, and improve operational efficiency. AI-driven chatbots and virtual assistants help banks streamline customer support, while machine learning algorithms analyze vast amounts of customer data to tailor financial products. Artificial Intelligence (AI) and automation have become transformative forces in the banking industry, revolutionizing the way financial institutions operate and deliver services[29]. AI technologies, such as machine learning, natural language processing (NLP), and data analytics, enable banks to automate routine tasks, enhance customer experiences, and improve decision-making processes. Automation, often powered by AI, allows banks to streamline operations, reduce costs, and eliminate human error in tasks like data entry, compliance checks, and transaction processing. AI-powered chatbots and virtual assistants provide customers with instant support, answering queries and offering financial advice 24/7. Furthermore, AI's ability to analyze vast amounts of data enables personalized customer experiences, from tailored product recommendations to fraud detection. This technology also helps banks improve risk management by identifying patterns in financial behavior and predicting potential issues before they occur. Despite the vast benefits, the adoption of AI and automation also presents challenges, such as regulatory compliance, data security, and the need to retrain workforces. Nonetheless, as AI and automation continue to advance, their role in banking is expected to grow, driving innovation and efficiency while reshaping the traditional banking landscape[30].

3. IMPACTS ON TRADITIONAL FINANCIAL INSTITUTIONS

The evolution of digital banking has significantly impacted traditional financial institutions (TFIs), forcing them to adapt to a rapidly changing landscape. One major challenge is the erosion of market share, as digital-native banks and fintech companies offer more efficient, low-cost services that appeal to tech-savvy consumers[31]. This has intensified competition, not only from fintechs but also from Big Tech firms like Apple and Google, which are entering the financial services space. To stay relevant, traditional banks must invest heavily in digital transformation, upgrading their technology infrastructure with AI, automation, and cybersecurity systems. These investments come with high costs, often leading to branch closures and shifts in workforce needs, with a greater focus on hiring tech talent[32].



Customer expectations have also evolved, with more people demanding seamless, 24/7 access to personalized financial services.

This has pushed traditional banks to enhance their online and mobile platforms, offering real-time, tailored banking experiences. Additionally, the rise of digital banking has heightened concerns about cybersecurity and data privacy, prompting TFIs to prioritize robust security measures to maintain consumer trust. Overall, the shift to digital banking is reshaping traditional financial institutions, driving them to innovate, streamline operations, and adjust to new regulatory and competitive pressures[33, 34].

Table 3 Impacts on Traditional Financial Institutions[33, 34]

Impact Area	Description	Effect on Traditional Financial Institutions (TFIs)
Erosion of Market Share	Digital banks and fintech companies offering low-cost, efficient services erode traditional banks' dominance.	TFIs face increased competition from digital-only banks, leading to a potential loss of younger, tech-savvy customers.
Increased Competition	Fintechs and Big Tech companies like Apple and Google are entering the financial space.	TFIs must compete with technology-driven firms that excel at customer experience, creating pressure to innovate quickly.
Digital Transformation Costs	TFIs need to invest heavily in new technologies like AI, cloud computing, and advanced security systems.	Significant capital expenditures for upgrading infrastructure and retraining employees, which can strain resources.
Branch Closures	The rise of digital banking reduces the need for physical branches.	Many TFIs are closing branches to cut costs, which can affect local customer relationships and reduce in-person services.
Workforce Changes	Increased focus on hiring tech talent over traditional banking roles.	Shift in workforce requirements, leading to downsizing in traditional roles and increased demand for IT and data experts.
Regulatory Challenges	New regulations are required for digital banking innovations, such as open banking and cryptocurrencies.	TFIs must adapt to new regulations while maintaining compliance, often requiring updated systems and processes.
Consumer Expectations	Customers demand seamless, personalized digital experiences.	TFIs need to enhance their customer engagement strategies, offering real-time, personalized banking solutions online.
Trust and Security	Digital banking brings concerns about cybersecurity and data privacy.	TFIs must ensure they have robust cybersecurity measures in place to maintain consumer trust and comply with regulations.
Operational Efficiency	AI and automation improve transaction speed and reduce human error.	TFIs must implement AI-driven solutions to remain competitive, enhancing both back-office and customer-facing operations.
Partnerships with Fintechs	Many traditional banks collaborate with fintechs to stay competitive.	TFIs increasingly form partnerships with fintech companies to access innovative solutions and integrate new technologies.

4. REGULATORY CHALLENGES

Digital banking operates within a complex regulatory environment. Governments and financial regulators are still adjusting to the rapid pace of technological change, trying to ensure that digital financial services are secure and compliant. In regions like the European Union, initiatives such as PSD2 (Payment Services Directive 2) are aimed at promoting innovation while safeguarding consumers. The rapid expansion of digital banking has introduced a host of regulatory challenges for traditional financial institutions (TFIs), fintech companies, and regulatory bodies worldwide. As digital banking reshapes the financial landscape, regulators face the dual challenge of fostering innovation while ensuring the stability and security of the financial system. The rise of new technologies, such as blockchain, artificial intelligence (AI), and cryptocurrencies, has necessitated the development of new regulatory frameworks to address issues related to consumer protection, financial stability, data privacy, cybersecurity, and the prevention of financial crimes like money laundering and fraud[35-37].

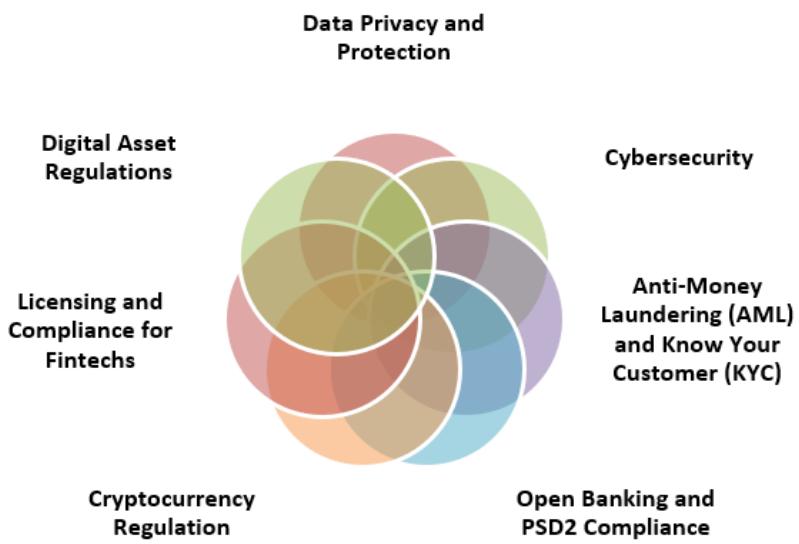


Figure 2 Regulatory Challenges in Digital Banking

One of the primary regulatory challenges is ensuring consumer protection in a digital-first environment. With the shift from in-person to digital banking, many traditional safeguards, such as face-to-face identity verification, are no longer applicable. As a result, regulators must create new rules to protect consumers from identity theft, phishing scams, and other forms of cyber fraud. In many jurisdictions, financial regulators are mandating that banks and fintech companies implement stricter Know Your Customer (KYC) and Anti-Money Laundering (AML) processes, which require institutions to verify the identity of customers and monitor transactions for suspicious activity. However, these processes can be more difficult to enforce in the digital space, where customer interactions are often remote, and the rise of decentralized systems like cryptocurrencies adds further complexity[38]. Data privacy is another significant regulatory challenge posed by digital banking. The digitization of financial services requires the collection and storage of vast amounts of personal data, including sensitive financial information. Regulations such as the European Union's General Data Protection Regulation (GDPR) set strict guidelines for how customer data must be collected, stored, and used, and they impose heavy penalties for non-compliance. Digital banks, fintech companies, and TFIIs must ensure they have robust data privacy policies and systems in place to avoid violations. These institutions are also required to balance the need for customer data with the rising demand for personalized services, which rely on the collection of consumer information to deliver tailored banking products[39].

Cybersecurity is another critical regulatory concern in the digital banking era. As financial transactions increasingly move online, the risk of cyberattacks, data breaches, and hacking incidents has grown significantly. Financial regulators have responded by implementing more stringent cybersecurity requirements for digital banks and traditional financial institutions. Many regulators now require financial institutions to adopt advanced security measures, such as encryption, multi-factor authentication, and real-time fraud detection systems, to safeguard digital transactions. The interconnected nature of the global financial system means that a breach in one institution could have far-reaching consequences, making cybersecurity not only a priority for individual institutions but also a systemic risk issue for the entire financial sector[40]. The rise of cryptocurrencies and blockchain technology has introduced yet another layer of complexity to the regulatory landscape. Cryptocurrencies operate outside of traditional banking systems and are often decentralized, making them difficult to regulate using conventional financial oversight mechanisms. Governments and financial regulators around the world are grappling with how to regulate cryptocurrencies in a way that protects consumers and ensures financial stability while still allowing innovation to thrive. Some countries have implemented outright bans on cryptocurrency transactions, while others, like the United States and the European Union, are working on frameworks to regulate cryptocurrency exchanges and ensure compliance with AML and KYC regulations[41].

The introduction of open banking has presented regulatory challenges. Open banking requires banks to share customer data with third-party service providers via Application Programming Interfaces (APIs), giving customers more control over their financial information and allowing for increased competition in the financial services space. However, this also raises concerns about data security and privacy, as well as liability in the event of data breaches. Regulators must carefully craft guidelines that promote innovation while protecting consumers from potential misuse of their data by third parties[42].

5. FUTURE TRENDS IN DIGITAL BANKING

The future of digital banking will likely involve continued innovation, with emerging technologies such as quantum computing, 5G, and biometric payments poised to further disrupt the industry. Moreover, open banking initiatives, which encourage banks to share customer data with third-party providers, could foster more collaboration between traditional banks and fintech companies. The future of digital banking is poised to be shaped by continued innovation and the integration of advanced technologies that will further enhance the way financial services are delivered. One of the most prominent trends is the rise of Artificial Intelligence (AI) and machine learning[43], which will allow banks to provide hyper-personalized services, automate processes, and improve customer interactions. AI-driven analytics will enable financial institutions to better understand customer behavior, predict needs, and offer tailored products, such as personalized loans or investment advice, in real-time. Additionally, AI-powered fraud detection[44] and risk management systems will become more advanced, allowing for faster and more accurate identification of suspicious activities. Another key trend is the expansion of open banking. As regulatory frameworks like PSD2 (Payment Services Directive 2) continue to promote data sharing between banks and third-party providers, customers will benefit from a more integrated and competitive financial ecosystem. This will foster the growth of fintech innovations and encourage traditional banks to collaborate with fintechs to offer new services such as personal finance management tools, real-time payment solutions, and multi-bank aggregation platforms[45, 46]. Open banking will also lead to an increase in embedded finance, where financial services are seamlessly integrated into non-financial platforms like e-commerce or social media apps, making transactions easier for consumers. The rise of blockchain technology and cryptocurrencies is another trend expected to shape the future of digital banking. Blockchain's decentralized ledger system will enable more secure, transparent, and cost-effective transactions, particularly in cross-border payments[47, 48]. As cryptocurrencies gain broader acceptance, traditional banks may begin offering crypto custody services or integrate digital assets into their platforms, enabling customers to hold, trade, and spend cryptocurrencies alongside fiat currencies. The implementation of biometric authentication and multi-factor authentication (MFA) will continue to enhance security in digital banking. Fingerprint, facial recognition, and voice biometrics will become standard features, providing users with safer and more convenient ways to access their accounts and conduct transactions[49].

Sustainability and green banking will become a growing priority. As consumers and regulators push for more sustainable practices, banks will increasingly adopt green finance initiatives, such as offering eco-friendly financial products, using blockchain for supply chain transparency, and reducing their carbon footprints through digitization[50].

6. CONCLUSION

Digital banking has forever altered the landscape of the financial services industry. Traditional financial institutions must adapt to survive in an increasingly competitive and technology-driven market. While some banks have successfully embraced digital transformation, others risk being left behind by more innovative, tech-savvy competitors. Ultimately, the banks that succeed will be those that can seamlessly integrate new technologies, offer superior customer experiences, and maintain the trust and security that have long been their hallmarks.

Disclaimer:

Views expressed are author's personal, and don't represent any institution's views including his employers.

7. REFERENCES

- [1] Alam, M.J., Jesmin, F., Faruk, M., Nur-Al-Ahad, M.: Development of E-banking in Bangladesh: a survey study. *Financ. Mark. Inst. Risks* 5(2), 42–51 (2021). [https://doi.org/10.21272/fmir.5\(2\).42-51.2021](https://doi.org/10.21272/fmir.5(2).42-51.2021).
- [2] Alkhawaiter, W.A.: Digital payment and banking adoption research in Gulf countries: a systematic literature review. *Int. J. Inf. Manag.* 53, 102102 (2020). <https://doi.org/10.1016/j.ijinfomgt.2020.102102>.
- [3] Cheng, L.C., Sharmayne, L.R.: Analysing digital banking reviews using text mining. In: Proceedings of the 2020 IEEE/ACM International Conference on Advances in Social Networks Analysis and Mining, ASONAM 2020, pp. 914–918 (2020). <https://doi.org/10.1109/ASONAM49781.2020.9381429>.
- [4] Choi, Y.: Digital Banks: Lessons from Korea. World Bank Group, 2. <http://hdl.handle.net/10986/34701> (2020).
- [5] Gautam, K.P., Sharma, D.: Fintech and digital transformation in the era of industry 5.0: where does Bhutan stand? *Asian J. Econ. Financ. Manag.* 7(3), 21–27 (2022). <https://globalpresshub.com/index.php/AJEFM/article/view/1587>.

[6] Hussein, A.S., Sumiati, S., Hapsari, R., Abu Bakar, J.: Bank 4.0 experiential quality and customer loyalty: a serial mediating role of customer trust and engagement. *TQM J.* (2022).

[7] Jünger, M., Mietzner, M.: Banking goes digital: the adoption of FinTech services by German households. *Finance Res. Lett.* 34 (2020). <https://doi.org/10.1016/j.frl.2019.08.008>.

[8] Kaur, N.: FinTech Evolution to Revolution in India—From Minicorns to Soonicorns to Unicorns, pp. 1–6 (2021).

[9] Chauhan, S., A. Akhtar, and A. Gupta, Customer experience in digital banking: a review and future research directions. *Int. J. Qual. Serv. Sci.*, 2022. 14.

[10] Dimitrova, I., P. Öhman, and D. Yazdanfar, Barriers to bank customers' intention to fully adopt digital payment methods. *Int. J. Qual. Serv. Sci.*, 2022. 14.

[11] Egala, S.B., D. Boateng, and S.A. Mensah, To leave or retain? An interplay between quality digital banking services and customer satisfaction. *Int. J. Bank Mark.*, 2021. 39.

[12] Gerrard, P. and J. Barton Cunningham, The diffusion of Internet banking among Singapore consumers. *Int. J. Bank Mark.*, 2003. 21.

[13] Iwashita, N., Why fintech is not changing Japanese banking. *Asian Econ. Policy Rev.*, 2022. 17.

[14] Jhuremalani, A., et al., COVID-19: financial well-being of older Australians in times of crisis. *Australas. J. Ageing*, 2022. 41.

[15] Kazmi, S.S.A. and M. Hashim, E-banking in Pakistan: issues and challenges. *Int. J. Acad. Res. Bus. Soc. Sci.*, 2015. 5.

[16] Larsson, A. and Y. Viitaoja, Building customer loyalty in digital banking: a study of bank staff's perspectives on the challenges of digital CRM and loyalty. *Int. J. Bank Mark.*, 2017. 35.

[17] Lee, E., Digital financial inclusion: observations and insights from Hong Kong's virtual banks. *Law Contemp. Probl.*, 2021. 84.

[18] Mastran, S., Opportunities and challenges of online banking in Nepal. *The Batuk*, 2021. 7.

[19] Mbama, C.I., et al., Digital banking, customer experience and financial performance: UK bank managers' perceptions. *J. Res. Interact. Mark.*, 2018. 12.

[20] Mir, R.A., R. Rameez, and N. Tahir, Measuring Internet banking service quality: an empirical evidence. *TQM J.*, 2022. 35.

[21] Rahman, A. and M.J. Abedin, The Fourth Industrial Revolution and private commercial banks: the good, bad and ugly. *Int. J. Organ. Anal.*, 2021. 29.

[22] S.A. Immawati, D. Dadang, Minat Masyarakat Bertransaksi Menggunakan Financial Technology (Fintech) Di Kota Tangerang. *Prosiding Simposium Nasional Multidisiplin (SinaMu)* 1 (2019). <https://doi.org/10.31000/sinamu.v1i0.2135>.

[23] L.T. Hu, P.M. Bentler, Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Struct. Equ. Model.: Multi. J.* 6(1), 1–55 (1999).

[24] P. Maurya, Cashless economy and digitalization. *SSRN Electron. J. Risbank* 710–715 (2019). <https://doi.org/10.2139/ssrn.3309307>.

[25] X.T. Nguyen, Q.K. Luu, Factors affecting adoption of industry 4.0 by small-and medium-sized enterprises: a case in Ho Chi Minh city, Vietnam. *J Asian Financ Econ Bus (JAFEB)* 7(6), 255–264 (2020). <https://doi.org/10.13106/jafeb.2020.vol7.no6.255>.

[26] L.T. Nguyen, Y.K. Dwivedi, G.W.H. Tan, E.C.X. Aw, P.S. Lo, K.B. Ooi, Unlocking pathways to mobile payment satisfaction and commitment. *J. Comput. Inf. Syst.* 63(4), 998–1015 (2023). <https://doi.org/10.1080/08874417.2022.2119444>.

[27] E.M. Rogers, *Diffusion of Innovations*, Fifth edn. (Free Press, New York, 2003).

[28] N. Singh, N. Sinha, How perceived trust mediates merchant's intention to use a mobile wallet technology. *J. Retail. Consum. Serv.* 52(C) (2020). <https://doi.org/10.1016/j.jretconser.2019.101894>.

[29] G.W.H. Tan, E.C.X. Aw, T.H. Cham, K.B. Ooi, Y.K. Dwivedi, A.A. Alalwan, J. Balakrishnan, H.K. Chan, J.J. Hew, L. Hughes, V. Jain, V.H. Lee, B. Lin, N.P. Rana, T.M. Tan, Metaverse in marketing and logistics: the state of the art and the path forward. *Asia Pac. J. Mark. Logist.* 35(12), 2932–2946 (2023). <https://doi.org/10.1108/APJML-01-2023-0078>.

[30] N.X. Truong, The impact of Hallyu 4.0 and social media on Korean products purchase decision of generation C in Vietnam. *J. Asian Financ. Econ. Bus.* 5(3), 81–93 (2018). <https://doi.org/10.13106/JAFEB.2018.VOL5.NO3.81>.

[31] N.X. Truong, V.D. My, Digital transformation in small and medium businesses in Vietnam, in *Handbook of Research on Artificial Intelligence and Knowledge Management in Asia's Digital Econom* (IGI Global, 2023), pp. 442–465. <https://doi.org/10.4018/978-1-6684-5849-5.ch024>.

[32] Abdul-Rahim, R., Benefit–risk perceptions of FinTech adoption for sustainability from bank consumers' perspective: the moderating role of fear of COVID-19. *Sustainability*, 2022. 14.

[33] Abreu, M.C.S.D., L.T.D. Cunha, and C.Y. Barlow, Institutional dynamics and organizations affecting the adoption of sustainable development in the United Kingdom and Brazil. *Bus. Ethics: Eur. Rev.*, 2015. 24.

[34] AlBar, A.M. and M.R. Hoque, Factors affecting cloud ERP adoption in Saudi Arabia: an empirical study. *Inf. Dev.*, 2019. 35.

[35] Ayre, C. and A.J. Scally, Critical values for Lawshe's content validity ratio: revisiting the original methods of calculation. *Meas. Eval. Couns. Dev.*, 2014. 47.

[36] Bitkina, O.V., J. Park, and H.K. Kim, Measuring user-perceived characteristics for banking services: proposing a methodology. *Int. J. Environ. Res. Public Health*, 2022. 19.

[37] Chatterjee, S. and A.K. Kar, Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *Int. J. Inf. Manag.*, 2020. 53.

[38] Ghali, Z., Motives of customers' e-loyalty towards e-banking services: a study in Saudi Arabia. *J. Decis. Syst.*, 2021. 30.

[39] Hair, J.F., et al., *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook*. 2021: Springer Nature.

[40] Karjaluoto, H., et al., Consumption values and mobile banking services: understanding the urban–rural dichotomy in a developing economy. *Int. J. Bank Mark.*, 2021. 39.

[41] Keskar, M.Y. and N. Pandey, Internet banking: a review (2002–2016). *J. Internet Commer.*, 2018. 17.

[42] Liao, W., et al., Investigating differential effects of airport service quality on behavioral intention in the multi-airport regions. *Res. Transp. Bus. Manag.*, 2022. 45.

[43] Kim, E. and Y. Kyung, Factors affecting the adoption intention of new electronic authentication services: a convergent model approach of VAM, PMT, and TPB. *IEEE*, 2023. 11.

[44] Shahzad, M., et al., Adoption of green innovation technology to accelerate sustainable development among manufacturing industry. *J. Innov. Knowl.*, 2022. 7.

[45] Singh, D.P., et al., Non-deceptive counterfeit purchase behavior of luxury fashion products. *J. Consum. Behav.*, 2021. 20.

[46] Truong, N.X., Factors affecting big data adoption: an empirical study in small and medium enterprises in Vietnam. *Int. J. Asian Bus. Inf. Manag. (IJABIM)*, 2022. 13.

[47] Malatji, M., A. Marnewick, and S. Solms, Validation of a socio-technical management process for optimising cybersecurity practices. *Comput. Secur.*, 2020. 95.

[48] Mindra, R., et al., Attitude and Islamic banking adoption: moderating effects of pricing of conventional bank products and social influence. *J. Islam. Account. Bus. Res.*, 2022. 13.

[49] Moedeen, S., et al., Social media marketing in the digital age: empower consumers to win big? *Asia Pac. J. Mark. Logist.*, 2023.

[50] Möhlmann, M., Collaborative consumption: determinants of satisfaction and the likelihood of using a sharing economy option again. *J. Consum. Behav.*, 2015. 14.