



**A Study of the Digital Banking Drivers of Customer Satisfaction:
Insights into the Evolution of India's Banking Sector**

**Manoshi Gogoi
ID 6617192002**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY
2025**



**A Study of the Digital Banking Drivers of Customer Satisfaction:
Insights into the Evolution of India's Banking Sector**

Manoshi Gogoi

This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

Advisor.....
Warangrat Nitiwanakul

(Dr. Warangrat Nitiwanakul)

Date: *2* / *May* / *2026*

.....
Jomphong Mongkhonvanit

**(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business
Siam University, Bangkok, Thailand**

Date..... *6* / *5* / *2026*

Research Title: A Study of the Digital Banking Drivers of Customer Satisfaction: Insights into the Evolution of India's Banking Sector

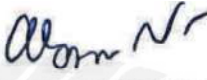
Researcher: Manoshi Gogoi

ID: 6617192002

Degree: Master of Business Administration

Major: Finance, Banking and Investment Management

Advisor:


.....
(Dr. Warangrat Nitiwanakul)

Date: 2, May, 2026
...../...../.....

ABSTRACT

The rapid evolution of digital banking has completely changed the outlook towards financial services, significantly influencing customer satisfaction in Indian banking system. This study explores the impact of digital banking on customer experience, focusing on key factors including service quality, perceived usefulness, ease of use, trust, perceived value, website design, and the overall perceived sustainability of the customer experience. Therefore, a quantitative research design was adopted where 200 respondents were sampled and data was collected through structured questionnaires to examine the critical factors driving customer satisfaction.

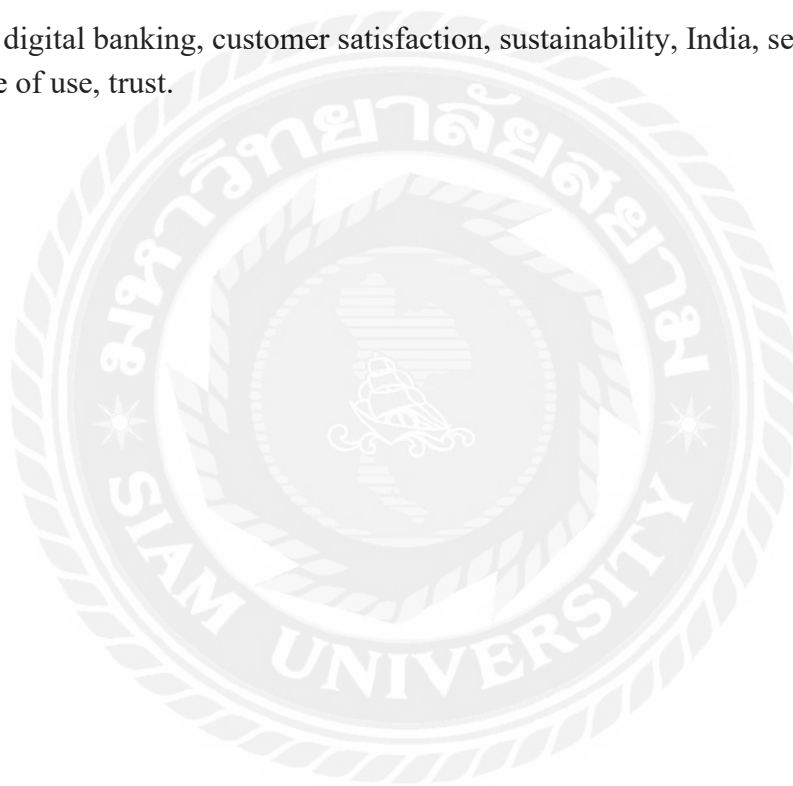
Results suggest that ease of use, perceived sustainable experience, and trust are significant drivers of customer satisfaction regarding digital banking services. This research establishes that a bank with a friendly user interface and eco-responsible behavior creates better relationships with its customers to assure loyalty and involvement. In addition, modern technologies, such as AI, blockchain, and other eco-friendly integrations, facilitate efficient operations and gain more trust in digital transactions.

For academic contribution, this study contributes to the field of knowledge by identifying the necessary features of customer satisfaction in the context of digital

banking by emphasizing the role of sustainability and advanced technology adoption. For managerial implication this study offers some suggestions such as the banks should develop customer-centric digital strategies, create more user-friendly interfaces as well as use sustainable practices to build the loyalty of customers.

This research underlines that the path of digitization should be aligned with customer-oriented and sustainable practices and opens avenues toward a competitive, inclusive banking environment. Bridging the gaps in digital literacy and addressing data privacy concerns will further improve customer satisfaction for Indian banks to contribute toward long-term sustainability in the digital era.

Keywords: digital banking, customer satisfaction, sustainability, India, service quality, ease of use, trust.



ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor for her invaluable guidance, support, and encouragement throughout my Independent Study. Her insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business, for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.

Name: Manoshi Gogoi

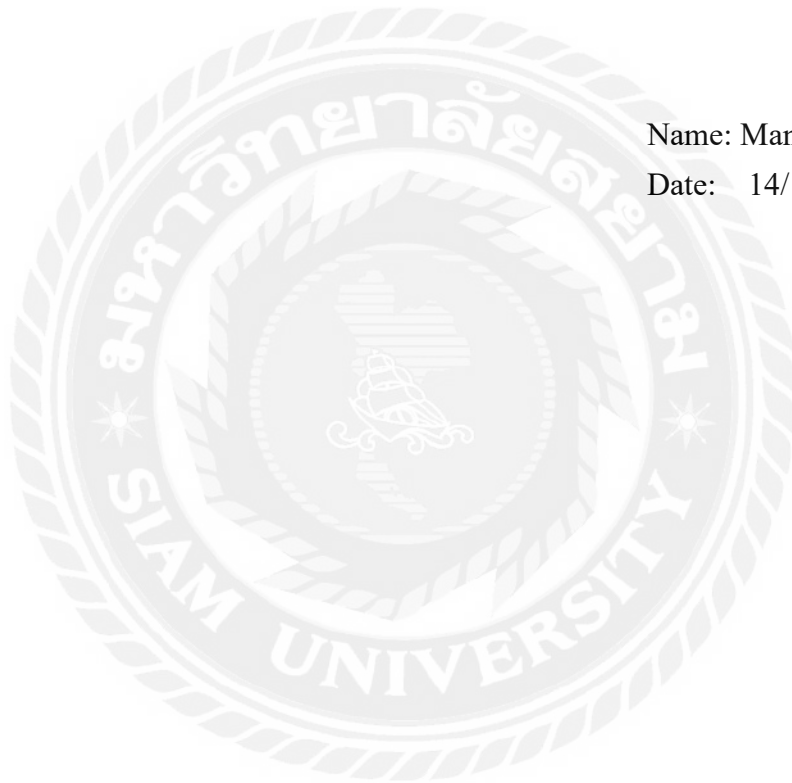
Date: 14/12/2024

DECLARATION

I, Manoshi Gogoi, hereby declare that this Independent Study entitled “A Study of the Digital Banking Drivers of Customer Satisfaction: Insights into the Evolution of India’s Banking Sector” is an original work and has never been submitted to any academic institution for a degree.

Name: Manoshi Gogoi

Date: 14/12/2024



CONTENTS

ABSTRACT.....	III
ACKNOWLEDGEMENT.....	III
DECLARATION.....	IV
CONTENTS	IV
LIST OF TABLES.....	VII
LIST OF FIGURES	VII
Chapter 1 Introduction.....	1
1.1 Background of the Study	1
1.2 Questions of the Study	4
1.3 Objective of the Study	4
1.4 Scope of the Study	5
1.5 Significance of the Study	5
Chapter 2 Literature Review	7
2.1 Service Quality	7
2.2 Perceived Usefulness	9
2.3 Ease of Use	10
2.4 Trust	11
2.5 Perceived Value	13
2.6 Perceived Efficiency of Web.....	14
2.7 Website Design	15
2.8 Perceived Sustainable Experience	16
2.9 Customer Satisfaction	17
2.10 Conceptual Framework	18
2.11 Hypothesis.....	18
Chapter 3 Research Methodology.....	20
3.1 Introduction.....	20
3.2 Research Design.....	20
3.3 Population and Sample.....	23
3.3.1 Sampling Unit.....	23
3.3.2 Sampling Procedure.....	23
3.4 Data Collection.....	24

3.5 Reliability and Validity Analyses.....	25
3.5.1 Reliability.....	25
3.5.2 Validity.....	26
Chapter 4 Finding and Discussion.....	31
4.1 Introduction.	31
4.2 Demographic Characteristics of Respondents	31
4.3 Correlation Analysis	33
4.4 Regression Analysis.....	34
4.5 Hypothesis Test Results.....	35
Chapter 5 Conclusion and Recommendation	37
5.1 Conclusion	37
5.1.1 Summary of Demographic Factors	38
5.1.2 Summary of Factors Affecting Customer Satisfaction in Digital Banking.....	38
5.1.3 Discussion of Findings: Service Quality, Perceived Usefulness, Ease of Use, Trust, Perceiver Value, Perceived Efficiency of Web, Website Design and Perceived Sustainable Experience have positive effects on Customer Satisfaction.....	38
5.2 Recommendation.....	42
5.3 Implication of the Study.....	47
5.4 Limitation and Direction of Future Research.....	48
5.4.1 Limitation.....	48
5.4.2 Direction of Future Research.....	49
References.....	51
Appendix	60

LIST OF TABLES

Table 3.1 Questionnaire Design	21
Table 3.2 Reliability Convergence	25
Table 3.3 KMO and Bartlett's Test of Sphericity for Service Quality	26
Table 3.4 KMO and Bartlett's Test of Sphericity for Perceived Usefulness	27
Table 3.5 KMO and Bartlett's Test of Sphericity for Ease of Use	27
Table 3.6 KMO and Bartlett's Test of Sphericity for Trust.....	27
Table 3.7 KMO and Bartlett's Test of Sphericity for Perceived Value	28
Table 3.8 KMO and Bartlett's Test of Sphericity for Perceived Efficacy of Web.....	28
Table 3.9 KMO and Bartlett's Test of Sphericity for Website Design	29
Table 3.10 KMO and Bartlett's Test of Sphericity for Perceived Sustainable Experience	29
Table 3.11 KMO and Bartlett's Test of Sphericity for Customer Satisfaction	30
Table 4.1 Demographic Characteristics of Respondents (Sample Size n=200)	31
Table 4.2 Correlations Analysis	34
Table 4.3 Regression Analysis	35
Table 4.4 Research Hypothesis Testing	36
Table 4.5 Hypothesis Test Results.....	41

LIST OF FIGURES

Figure 2.1 Conceptual Framework	18
Figure 5.1 Final Model	41



Chapter 1

Introduction

1.1 Background of the Study

The sudden growth in digital banking has outlined the prospects to be faced by the Indian banking industry, as this is one of the most critical drivers toward the goal of delivering sustainable customer experiences and satisfaction. It not only streamlined operations but also empowered customers to be more in control of their financial activities, hence fostering a more personalized and efficient banking environment. With continuous development in digital technologies, banks employ data analytics and artificial intelligence to tailor services that may help address the particular needs of their customers, further enhancing engagement and loyalty. Over the past decade, technology has transformed traditional banking: digital banking has become one of the major drivers of efficiency, convenience, and accessibility. The present research work is intended to study how digital banking shapes the experiences and satisfaction of customers regarding service quality, customer engagement, and sustainability of banking practices in the digital era.

The banking industry has been in a transitional period, driven by fast-paced developments of information technology. This transformation is reworking everything about how banks work and relate with their customers, inducing changes in customer experience and expectations. In other words, an understanding of the transformation of this change would be integral to any bank in serving customers and adding value to its service delivery (Limantara et al., 2024). Also, the ability of AI and machine learning is now being utilized to provide customers with exactly what they need, thus building deeper customer relationships and loyalty.

Digital banking has transformed the face of banking in India. It is a great deal of being effortless, effective, and accessible to people at each corner of this country. Online banking involves different kinds of services, including mobile applications and electronic transactions, with which customers will be able to conduct some banking operations without actually visiting the branch. This shift has been imperative for technological changes, increasing customer demand for convenience, and the need for banks to be able to compete in an increasingly digital environment (Kaushik, 2024). For this reason, banks are investing a lot in cybersecurity to keep sensitive customers' data safe and to make sure that their digital platform operations earn the trust of customers.

Additionally, digital banking has brought in financial inclusion-reach for basic financial services in underserved populations and the most backward areas of the country. But this evolution also comes with its set of challenges regarding data privacy and the required cybersecurity measures that go into keeping sensitive information secure and maintaining customers' trust. The need to understand how digital banking influences customers' experiences and satisfaction has become increasingly necessary for devising strategies for sustaining growth by fostering loyalty among clients since the banking industry has been transforming over time in India. Every financial institution should ensure ease of navigation and seamless integration of services to offer greater engagement and security in their transactions.

The COVID-19 pandemic further accelerated the adoption of digital banking as customers shifted toward contactless and secure financial services. Popular services such as Unified Payment Interface commonly referred to as UPI, and mobile banking applications, through which banks can offer customers 24/7 access around, with a wide range of financial services at their fingertips. Along with these developments, much remains to be accomplished in the field of customer satisfaction, security concerns, and personal contact that engender dissatisfaction with the service (Kaur et al., 2021). Concerning this issue, banks must make investments in solid cybersecurity to develop customer care systems so their users feel safe and valued online.

The growth of digital banking in India is significantly boosted by the Digital India initiative, which aims to create a digitally empowered society. This government-driven initiative has been one of the major promoters of digital banking as a channel of preference for financial transactions. With increasing penetration of smartphones and internet connectivity, more people can access online banking services, which demands that banks innovate and be able to adapt to the changing landscape. The digital banking sector in India is observing phenomenal growth backed by advances in technology and government initiatives. The market is likely to touch \$1 trillion by 2023 while growing at a CAGR of 40% in transaction volume during this transformation, aimed at the creation of a digitally empowered society - ('Growth in use of digital banking in India', 2022). This transformation is not only enhancing customer experience but is also facilitating financial inclusions that help the unattended sections join the mainstream economic cycle. By applying AI and ML, a bank will provide more personalized services, while its operations may run more smoothly and securely to eventually emerge stronger in their respective highly competitive markets.

Digital banking revolutionized the convenience-oriented, reliability-seeking, and customized Indian banking industry for more customer satisfaction and sustainability (Chu & Zhan, 2024). Consequently, e-banking services have been developed to meet the needs of the customers and minimize the use of paper with the view of ecological friendliness (Mohapatra et al., 2024). Research has documented that responsiveness and reliability among other service quality factors have a significant influence on customer satisfaction (Bhuvaneswari & Maruthamuthu, 2024).

Customer satisfaction also assures retention and perpetuates sustainability, enabled by cloud services and digital interfaces (Mohapatra et al., 2024). Indian consumers are paying attention to the ecological benefits of e-banking and show a preference for digital transactions (Dhanya & Velmurugan, 2023). Demographic factors influence satisfaction, so targeted strategies will be required (Dhanya & Velmurugan, 2023). Yet, there are challenges ahead, especially regarding service reliability and user education (Surbhi, 2022). These gaps can be filled through continuous innovation and customer-centric designs, which in turn will also help companies become profitable while pursuing sustainability (Surbhi, 2022). Digital banking in India meets the expectations of customers and offers some contribution toward global sustainability goals; therefore, it paves the way toward an inclusive and efficient future in banking (Chu & Zhan, 2024; Mohapatra et al., 2024).

Nowadays, every mobile user regularly uses the solution of online banking. They buy goods and services using some online payment systems, and transferring money to other people through mobile banking has become very important in the life of everybody. Due to the pandemic, people of all ages started using digital banks to innovate and adapt to make sure they provide the services. For this digital banking transformation, financial software development firms use the latest Cloud Computing, Robotic Process Automation, and more. Therefore, these advancements provide great user experience and operational efficiency by providing the facilities of customized services through a bank with a prime focus on the protection of sensitive financial information. In that way, we have an ever-growing bunch of features: AI-driven chatbots for customer support, advanced analytics to allow better decision-making, and seamless integrations with other financial tools to build a more integrated banking experience. Additionally, integration of blockchain technology has really revolutionized the failed transaction processes, bringing more transparency and reducing risks of fraud that further cements customer confidence in digital banking solutions.

1.2 Questions of the Study

The objective of the study is to explore how digital banking drives sustainable customer experience and satisfaction in light of the emergent changes in the banking sector of India. It aims to identify the specific challenges faced by customers, analyze how digital banking affects the traditional customer service encounter, and assess the risks that may affect the sustainability of customer trust and satisfaction. This study emphasizes, however, technology as an enabler in the development of sustainable customer relationships by focusing on their experience, preferences, and behavior toward digital banking services. The study specifically pursues the following objectives:

- (A) What are the primary challenges of digital banking in India that impact the sustainability of customer satisfaction?
- (B) How does digital banking affect customer service?
- (C) What are the key risks that impact sustaining customer trust in digital banking?

1.3 Objectives of the Study

The aim of this research is to analyze how digital banking enables the customer satisfaction in the changing face of India's banking industry. Therefore, major issues identified for testing in this study include the following: Detailed problem exploration by customers, analysis of what effect digital banking contact has on traditional customers with bank services, evaluation of risks which may affect sustainability of customer trust and satisfaction. The emphasis, therefore, lies in the behavior, preferences, and experiences of customers in using digital banking services, looking at how technology can foster a sustainable customer relationship. The study specifically pursues the following objective:

To explore the impact of service quality, perceived usefulness, ease of use, trust, perceived efficiency of web, website design, perceived sustainable experience on customer satisfaction in digital banking in India.

1.4 Scope of the Study

This study examines how digital banking influences sustainable customer experience and satisfaction in India's banking sector. The purpose of this research is to identify the key factors that impact customer satisfaction and to analyze how digital banking services contribute to long-term customer trust and engagement.

The study focuses on several key variables, including service quality, perceived usefulness, ease of use, trust, perceived value, website design, perceived efficiency of web services, and perceived sustainable experience. These variables were examined to determine their influence on customer satisfaction in digital banking.

The population for this study consisted of individuals in India who actively use digital banking services. A sample of 200 respondents was selected using the convenience sampling method, ensuring that data were collected from a diverse group of digital banking users.

A quantitative research method was employed to analyze the relationships between variables. Data were collected using a structured questionnaire distributed through Google Forms, utilizing a Likert scale for responses. Statistical techniques of correlation analysis and regression analysis were used to interpret the findings.

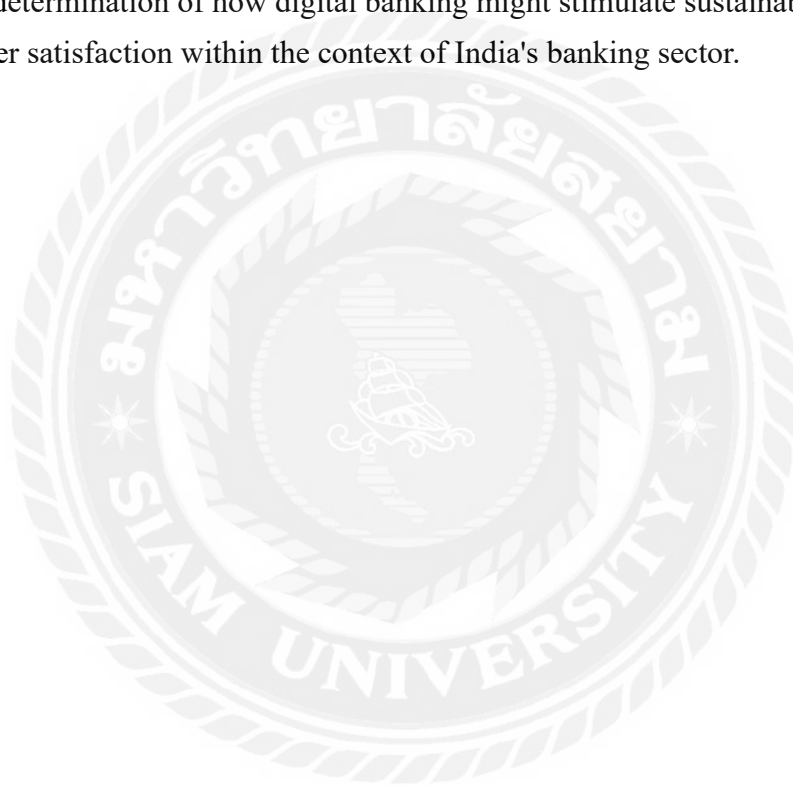
The time period for data collection spanned from September 12, 2024, to December 12, 2024, ensuring that the study captured up-to-date insights into customer experiences with digital banking in India.

By defining these key aspects, the study provides a comprehensive understanding of the factors shaping customer satisfaction in digital banking and offers insights for financial institutions to enhance their digital services.

1.5 Significance of the Study

The purpose of this study is thus to explore how the innovations in digital banking influence customers' behaviors in the quest to identify the main drivers of satisfaction and retention in highly competitive landscapes. Given that digital banking is fast becoming a developing trend in the face of digital banking, the study helps to point to a basis upon which financial institutions have to continue innovating if they are to remain competitive yet sensitive to changing consumer preferences regarding how digital banking influences customer satisfaction. This marks the place of digital banking in the provision of convenient, efficient, and accessible services crucial in bringing about an improved customer experience in the fast-digitizing economy. The

discussion also looks into the effects these innovations have on traditional models of banking. It explains how institutions need to change strategies to suit the changing nature of consumer demands. Additionally, the study explores how these emerging technologies create some challenges and opportunities for the integration of customer feedback into service design, loyalty, and trust in this competitive arena. Such would help not only retain the banks as relevant but also further provide a full opportunity for them to employ data analytics and artificial intelligence in the improved personalization of services and operational efficiency. This is especially relevant at a time when customer expectations are set by frictionless, customized, and ecologically sensitive experiences. Therefore, this research represents a valuable contribution toward the determination of how digital banking might stimulate sustainable growth and customer satisfaction within the context of India's banking sector.



Chapter 2 Literature Review

2.1 Service Quality

Increased digitalization makes service quality a key determinant factor that might cause either customer satisfaction or dissatisfaction. The general concept of service quality can be interpreted with the help of a widely-used model of SERVQUAL (Parasuraman et al., 1988). It proposes five dimensions defining service quality: tangibility, reliability, responsiveness, assurance, and empathy. These dimensions are highly relevant in the context of digital banking since user experience and building of trust will decide the competitiveness. Recent studies have unraveled valuable insight into how these dimensions apply specifically in the Indian banking sector. Among all existing models to measure the quality of services in many different lines of consumers services, including banking one of the most well know and often applied is the SERVQUAL model developed by Parasuraman, Zeithaml and Berry in 1988.

The facilitators for customer satisfaction in digital banking include ease of use, reliability, and security. In a digital banking study in Northern India using the SERVQUAL model, it was found that 'reliability' had the most significant impact on customer satisfaction followed by 'tangibility' and 'responsiveness' (Kaur et al., 2021). These findings would suggest that indeed banks should give more emphasis to these dimensions to create a much better experience for the users and eventually result in long-term loyalty among customers. Additionally, Banks can also make use of advanced analytics to get closer to what the customers would prefer, thereby designing services to further enhance the experience.

(I) Tangibility: Tangibility is a part of digital banking service quality that refers to the visual appearance and functionality when using a bank mobile app and website (Parasuraman et al., 1988). In digital banking, tangibility is important because in most cases customers frequently interact with the platform interface. They found that an appealing and convenient design significantly increases customer satisfaction (Raza et al., 2015). Website design, speed and navigability of banking websites and apps play an important role in influencing customer perception of quality (Raza et al., 2015). Moreover, Rajput and Gahfoor (2020) argued that the utilization of sophisticated technology like AI and machine learning leads to increased tangibility by providing

the user experience with more intricate touchpoints. Digital banks that provide easy-to-use and clean platforms increase the probability of customer retention.

(II) Reliability: Reliability refers to the ability to provide dependable service and to fulfill promised service accurately (Parasuraman et al., 1988). It is paramount in digital banking because customers expect services to be performed smoothly and flawlessly. Reliability in digital banking simply means that transactions are processed accurately, with no errors and system downtimes should not take much time (Hossain & Leo, 2009). Moreover, clients tend to trust banks that consistently deliver on their service promises in terms of transactions and account updates and avoid those that fail to provide reliable services (Hossain & Leo, 2009). According to Kumbhar (2011), reliability is one of the strongest predictors of customer satisfaction in digital banking because customers receive consistently problem-free experiences as a result it fosters more trust and loyalty. For example, banks ensure that customers receive updates on time, process financial deals faster and develop a higher level of customer trust.

(III) Responsiveness: Responsiveness indicates that the Bank can provide fast service and solve the customer's problems in a very short time (Parasuraman et al., 1988). It also includes fast services and responses to every inquiry or problem expressed by customers. The study by Shetty et al. (2024) found that responsiveness particularly providing 24/7 customer services with the help of AI-driven systems, and customer satisfaction is an important part of influencing digital banking. Moreover, responsiveness is a part of the Indian public sector banks which require more focus to meet quick and efficient customer expectations, as delays in that sense customers will dissatisfaction with their experience (Shetty et al., 2022).

(IV) Assurance: Assurance is one of the major services in digital banking which provides customers with the safety of their transactions. It concerns the ability of the banks to make the customers feel safe (Parasuraman et al., 1988). Kumar et al. (2020) showed that assurance increases the confidence of customers in digital banking, they assure by encryption and fraud detection. Assuring is very important to private-sector banks dealing with technically adequate customers, they provide their digital platforms being secure and transparent with their security protocol (Shetty et al., 2024).

(V) Empathy: In digital banking, empathy provides personalized attention to customers and an understanding of the needs of each individual (Parasuraman et al., 1988). Empathy also paying attention to customers personally and trying to

understand their different needs. It is possible by offering customized services intended to unique preferences with the help of AI and machine learning. Empathy recognizes that with the help of AI, banks provide personal-level financial advice and customized service recommendations, which improves overall customer satisfaction and loyalty (Mittal & Gera, 2022). It is also mentioned that when empathy is a personal manner through communications and services related to tailored alerts or investment advice, it plays an important factor in customer retention (Shetty et al., 2024).

2.2 Perceived Usefulness

The Technology Acceptance Model (TAM) proposed by Davis (1989) was an advanced theoretical framework for the behaviors of technology adoption, which had a focus on two critical determinants: perceived usefulness and perceived ease of use. According to Davis (1989), perceived usefulness refers to "an individual's belief that the use of any particular system can culminate in enhanced job performance". This construct reveals the functional and performance advantages that a user will link to a technology and that affect his or her intention to adopt the technology and continue the usage (Bîlbîie et al., 2024).

According to TAM, perceived usefulness is the vital component that would facilitate and motivate the adoption of digital banking. This concept is very applicable to the changing banking environment in India (Davis, 1989). It reveals the degree of user perception and view regarding how much digital banking would enhance their financial transactions by way of convenience, speed, and access (Davis, 1989).

Perceived usefulness in digital banking is crucial to retaining the engagement of customers. Customers' intentions for continued use of the facilities provided by digital banking platforms depend directly on perceived usefulness (Asamoah et al., 2024). Indeed, their study finds that customers maintain the intention of continuing use when they perceive digital banking as helpful to simplify financial tasks (Asamoah et al., 2024).

The perceived usefulness involves facilitating the adoption of digital banking in all demographics in India (Wangsanegara et al., 2024). According to Wangsanegara et al. (2024), once users perceive that mobile banking is an added value in their lifestyle, amalgamating banking services with daily activities, hence, they can be able to adopt mobile banking. The perceived level of usefulness increases customer satisfaction and further supports digital adoption in both the most and least accessible regions of banking. Further, according to Hidayat (2023), a consumer perceives that a digital

bank serves better compared to a traditional bank; perceived usefulness will drive customers to shift from non-digital to digital banking. This shift reflects the use value that has come to define the appeal and competitiveness of digital banking in the growing market.

Perceived usefulness is important in marketing strategies. For example, research into the BRIGuna Digital program proves that customers are receptive when services, such as banking, make convoluted transactions easier to manage, reduce mistakes and enhance the level of dependability involved (Asamoah et al., 2024). When perceived usefulness coincides with appropriate digital marketing strategies, it aids in establishing customer engagement in continued use (Asamoah et al., 2024). Perceived usefulness has a positive influence on customers' attitudes toward using digital banking since it would make the benefits of this specific system clear, such as ease of transaction and availability of financial tools, contributing to customer loyalty and satisfaction in general (Louis et al., 2023).

In short, perceived usefulness has been an important determinant in the context of digital banking in India. Efficiency, accessibility and fluidity of financial services integrated into daily life are key items for the sustainability of satisfaction and loyalty in the minds of customers.

2.3 Ease of Use

The Technology Acceptance Model (TAM) developed by Davis in 1989, provided the basic insight into user adoption behavior and basically, they said that perceived ease of use and perceived usefulness are key factors in accepting and continuing technology use (Davis, 1989). This abuts the Technology Acceptance Model, whereby perceived ease of use (PEOU) has been a reflection of beliefs by users that technology would be effortless to use a basic, central concept with which digital banking adoption in India can be understood because convenience is critical in appealing to the broad and diverse customer base (Venkatesh & Davis, 2000).

The role of perceived ease of use (PEOU) in the digital banking sector is to enhance customer satisfaction by making complex transactions simple and intuitive, thus fostering trust and sustained engagement (Sharma et al., 2021). Easy-to-use perception of digital banking platforms on the part of consumers, they are more satisfied and loyal (Sharma et al., 2021). Both satisfaction and loyalty are important

factors that the banks compete to retain customers in the digital environment (Puri & Mittal, 2020).

In India digital literacy ranges from low to high, hence banks target PEOU in their digital banking platforms to experience more inclusive engagement across demographics (Kumar et al., 2020). Easy-to-navigate interfaces simplify that instructions are easy to understand and minimal technical jargon allows novice and experienced users to access all the digital banking services comfortably, thereby promoting broader digital adoption across the diverse population of India (Kiran & Mishra, 2022). While digital banking added sustainable features including eco-friendly investment possibilities, carbon footprint tracking and other similar value-added services, PEOU becomes even more relevant to avoid complications to user experiences (Bhatnagar & Mittal, 2023). It will allow customers to access these services related to sustainability easily to make informed choices in an environmentally conscious manner without being burdened with the existence of the digital platform (Rajan & Gupta, 2021).

PEOU laid into the digital banking interface will be of paramount importance to customer satisfaction and loyalty, sustainability in customer engagement in the banking sector in India (Davis, 1989). Ease of use is an important design factor, especially in countries where a large number of users possess low levels of digital literacy, the TAM model suggests friendliness user brings inclusiveness with higher adoption (Davis, 1989). It also means that as sustainability becomes an integral part of digital banking, maintaining a high PEOU will effectively allow customers to have seamless interaction with environmentally responsible financial options, therefore reinforcing loyalty and trust is more effective (Bhatnagar & Mittal, 2023). After all, banks prioritizing PEOU accomplishes not only customer experience improvements but also a great contribution to the sustainable growth of digital banking in India (Gupta & Arora, 2022).

2.4 Trust

Trust is an essential element of customer satisfaction and loyalty to digital banking in India, where FinTech and mobile have gained rapid change. After the demagnetisation policy in 2016, digital banking took rapid adoption of mobile payments and online banking (Siddiqui et al., 2019). Fintech has smooth services in the banking sector, creating trust in customers through its security, transparency and convenience. It is found that FinTech innovations not only increase the service's efficiency but also gain confidence among customers as fraud cases are reduced and transactions are

performed safely in Pune (Bajaj, 2022). The development of mobile banking has been driven by user-generated factors, ease of use and convenience. In a recent study, ease of use and convenience were highlighted as crucial issues of loyalty and trust (Kumar et al., 2023).

The involvement in sustainability also plays an important role in building trust in digital banking. Green banking services and responsible lending standards are making a great contribution towards customer satisfaction, particularly environmentally concerned customers (Puri & Garg, 2022). Indian banks provide such services demonstrating their concern for ethical business operations and gaining customer loyalty. Effective security features include encryption and fraud detection. Perceived security and trust are deemed to be very important to achieve customer satisfaction in online banking and a study conducted in Southern India customers has established these factors to mediate between user experience and satisfaction (Sathar et al., 2022). A link between trust with satisfaction is evident in customer responses following the incidence of cybercrime in online banking, when trust becomes an issue in further use of digital banking (Bambara et al., 2012).

Trust in digital banking in India increases customer confidence, satisfaction, and loyalty by leveraging FinTech innovations, secure technology, and sustainable practices. Generally, mobile payments, real-time transaction capabilities and other types of FinTech have driven service efficiency and transparency to build the confidence of users (Bajaj, 2022). Then, post-demonetization mobile pay and online banking received a boost in growth, driven by two very fundamental factors that breed trust, security and convenience (Siddiqui et al., 2019). The user experience has played an important role in driving trust, especially in mobile banking, where ease of use will directly implicate customer satisfaction (Kumar et al., 2023). Apart from that, other sustainable banking practices include paperless transaction initiatives and responsible lending, these are expected to gain the trust of customers, especially those who give a great deal of emphasis to ethical operations (Puri & Garg et al., 2019). The security features concerning encryption and fraud detection have considerable influence on customers in terms of their perception of trust for maintaining a secure digital environment for financial transactions (Sathar et al., 2022). Finally, for customers who have been affected by cybercrime, trust is a main determinant in continued usage of the digital banking service (Bambara et al., 2012). Indian banks are integrating with innovations that build trust and ensure sustainability to contribute to loyalty and satisfaction in the long run.

2.5 Perceived Value

The perceived value has a significant influence on the adoption of digital banking, therefore enhancing the customer experience particularly in India's quickly reformed financial landscape (Saif et al., 2024). This mainly involves the evaluation of the benefits derived by customers about the costs incurred (Saif et al., 2024). Perceived value leads to customer satisfaction and loyalty concerning digital banking services (Saif et al., 2024). In this respect, it has been concluded by Saif et al. (2024) that perceived value has a significant influential impact on the adoption intention for the digital-only bank due to convenience, economic efficiency as well as environmental concerns. This aligns with customer expectations of value-laden digital services seamlessly.

Sembodo et al. (2022) stated that digital marketing and personal selling integrated with perceived value help increase customer satisfaction with mobile banking because these make all transactions easy, error-free and reliable. This helps to attain the desired customer involvement because it views digital banking as something valuable and satisfying. Similarly, Karjaluo et al. (2019) observed that perceived value was significant in mobile financial services in that the features representing added value to the service boost customer satisfaction and loyalty. In other words, this research showed that digital banking customers are willing to be loyal when they feel their interactions with the services are significant in value, such that they continue participating and using the services (Karjaluo et al., 2019).

Further, Sembodo et al. (2022) established that perceived value has a positive influence on trust in online banking that again improves the loyalty of a customer. This means that customers experience higher perceived value in online transactions, and they will develop trust in digital banking to create a long-term commitment. The perceived benefits of digital banking act as drivers toward customers' willingness to adopt such services since perceived value begets customers' intention and satisfaction with using digital financial solutions (Elizabeth, 2024). It has been pointed out that the perceived benefit of digital banking is an internal motive that drives the customer's willingness to adapt to such services. This means that customers' intentions to engage in digital financial solutions and their satisfaction are determined by perceived value (Elizabeth, 2024).

Therefore, perceived value will contribute to the continuous development of customer satisfaction and loyalty in the Indian digital banking industry through support for an efficient, trustworthy, and eco-friendly value-based experience (Saif et al., 2024).

2.6 Perceived Efficiency of Web

Perceived efficiency of web in digital banking impacts customers positively in terms of experience and satisfaction by enhancing service delivery, access and economies of cost (Stojanovic et al., 2024). Websites have become fundamental in digital banking as a platform, especially during loan applications, where most customers easily access financial services and maintain a high satisfaction level (Stojanovic et al., 2024). While conducting their study, they gave considerable importance to the efficiency of such platforms for reaching out to diversified demographics and meeting customer expectations in this digital age.

According to Taherabady et al.(2010) the shift to e-banking brought significant operational efficiencies because it changed the traditional resource-intensive processes. They are underlining the point of how web portals in banks increase accessibility at a reduced cost of operation. This reduces costs positively affecting customers' satisfaction. With these changes, the shift of a bank to develop more potent web interfaces that could accept more extensive financial transactions while maintaining good service delivery quality (Taherabady et al., 2010). Singhal (2021) further highlighted that the convenience of having any moment to access bank services via digital channels has transformed customer experience; hence, digital banking is not only one of the preferred channels, but it is also very essential when performing financial interactions in India.

Further, Nkem and Akujinma (2017) found that investments in efficient web banking infrastructures directly contribute to better operational performance along with customer satisfaction. The findings have shown that when the web services are optimized, it enhances cost efficiency by reducing physical branches, therefore contributing to environmentally friendly banking. Agarwal (2012) supported this by stating that the improvements in information technology, especially in web banking have revolutionized how customers access services and engender efficiency in the general conduct of business in the banking industry. It has equally provided the banks with a splendid opportunity to increase their reach and compete effectively, which is very important in ensuring the building of customer loyalty in this new digital frontier.

The efficiency of web platforms is important in digital banking because customers can have unlimited access at any time and from any location to seamless services, reducing transaction costs and contributing to greener banking across the country (Stojanovic et al., 2024).

2.7 Website Design

Effective website design is regarded as the cornerstone of improving customer satisfaction in digital banking, through the provision of intuitive, reliable, and accessible online services (Meena et al., 2024). According to Meena et al.(2024) a user-friendly web interface is very crucial in ensuring that customers find it easy to carry out all their financial activities. In this, the study has established that a well-structured online banking portal fosters an enhanced user experience; that is ease of navigation and increased customer satisfaction for sustained engagement in digital banking.

According to Leyva Vallejo et al.(2016), these are core in a website design from the user's perspective: font size, text length, image quality, and navigation speed, among others. In this regard, their research, targeted at banking websites, provides evidence to believe that these design factors substantially contribute to minimizing frustration and enhancing user engagement, thus leading to increased customer loyalty. Walker (2011) claimed that website design in the context of e-banking is related to customers' perceptions of trust and service quality. His research showed that the clear structure of the website, the ease of use, and the clarity of content are the most powerful factors that determine users' attitudes towards digital banking services.

Further, Ma and Zhao (2012) examined the impact of the quality of the website on the satisfaction of customers in the Chinese banking industry. Their findings suggest that interactivity, security of information, information quality, and navigation characteristics are the key factors for desirable customer experiences. Their findings stress that high-quality website design in the realm of digital banking translates to corresponding heights of customer satisfaction and loyalty. Additionally, Brinck and Gergle (1998) also reported an iterative design for the banking website. They advocate for user-centered improvements with a background of customer feedback and usability tests. An iterative approach to such design modification-usually in navigation and interactivity and graphical elements turned out to help increase the user's satisfaction and retention.

Therefore, a well-designed website is of utmost importance for usability, trust, and satisfaction in sustainable customer experience regarding digital banking (Ma and Zhao, 2012). Some of the high-quality design features that will play an important role in engaging and retaining customers within India's digital banking include ease of navigation, security in transactions, and responsiveness of the interface (Meena et al., 2024).

2.8 Perceived Sustainable Experience

Perceived sustainable experience in digital banking refers to a customer's assessment of consistent, efficient, and eco-friendly digital service, which is very important in improving long-term satisfaction and loyalty. It has been shown that dimensions of service quality such as reliability and responsiveness form the very foundation of a sustainable experience in digital banking that could enable customers to view such platforms as reliable and efficient (Arora & Banerji, 2024). Younger, technologically proficient users, in particular, value these sustainable experiences as they align with their expectations of personalized, seamless, and environmentally responsible banking interactions (Saravanan & Potala, 2023).

AI acts as an important enabler of perceived sustainable experiences in terms of real-time personalization or efficient service delivery for dynamic needs across the country's urban customers (Bhattacharya & Sinha, 2022). AI-driven innovations within bank operations result in a reduced element of errors and facilitate customers toward a perceived sense of sustainability. This would improve efficiency at large and curb the wastage of resources associated with any financial transactions. On the other hand, studies also show a few challenges: cybersecurity risks and issues of service reliability influence customers' perceptions of sustainability, especially in regions where digital transformation is still in its nascent stages, such as Northern India (Kaur et al., 2021).

Perceived sustainable experience directly influences customer satisfaction by ensuring reliability, security, and eco-friendly practices in service delivery. In banking, tools like ATMs, internet banking, and mobile banking enhance sustainability by offering timely, cost-effective, and user-friendly services, driving satisfaction (Kavitha, 2017). Responsiveness and reliability further reinforce trust and satisfaction among customers (Pillai, 2018).

Comparative studies show that tangibility and responsiveness are key in fostering customer satisfaction across banking, retail, and hospitality industries, with sustainable practices acting as a foundation for loyalty (Pillai, 2018). Additionally, sustainable workspace designs in banking and ICT sectors improve employee satisfaction, leading to better service delivery and enhanced customer experiences (Tomovska-Misoska et al., 2014). Sustainability in both customer-facing services and internal operations is essential for driving satisfaction and loyalty, making it a competitive advantage in service-oriented industries (Kavitha, 2017; Pillai, 2018; Tomovska-Misoska et al., 2014).

Therefore, a perceived sustainable experience in digital banking is an important determinant of customers' trust and loyalty, with a trade-off between technological innovation, risk mitigation, and eco-friendly practices. The Indian banks must,

therefore, keep the aspects mentioned above continuously in view to ensure that competitive advantages are obtained in the emerging digital landscape. (Arora & Banerji, 2024; Saravanan & Potala, 2023; Bhattacharya & Sinha, 2022; Kaur et al., 2021).

2.9 Customer Satisfaction

Customer satisfaction in digital banking has appeared as a significant facilitator of sustainable engagement; digitization lately acts to redefine traditional banking interactions (Limantara et al., 2024). According to Limantara et al.(2024), some critical service attributes, such as reliability, tangibility, and responsiveness, have much impact on customer satisfaction. By doing so, their research unveiled that in digital banking, reliability (prompt service and operational stability) factor exerts the most influence on customer satisfaction; hence, banks should be highly attentive towards these aspects to improve customer experience in digital banking.

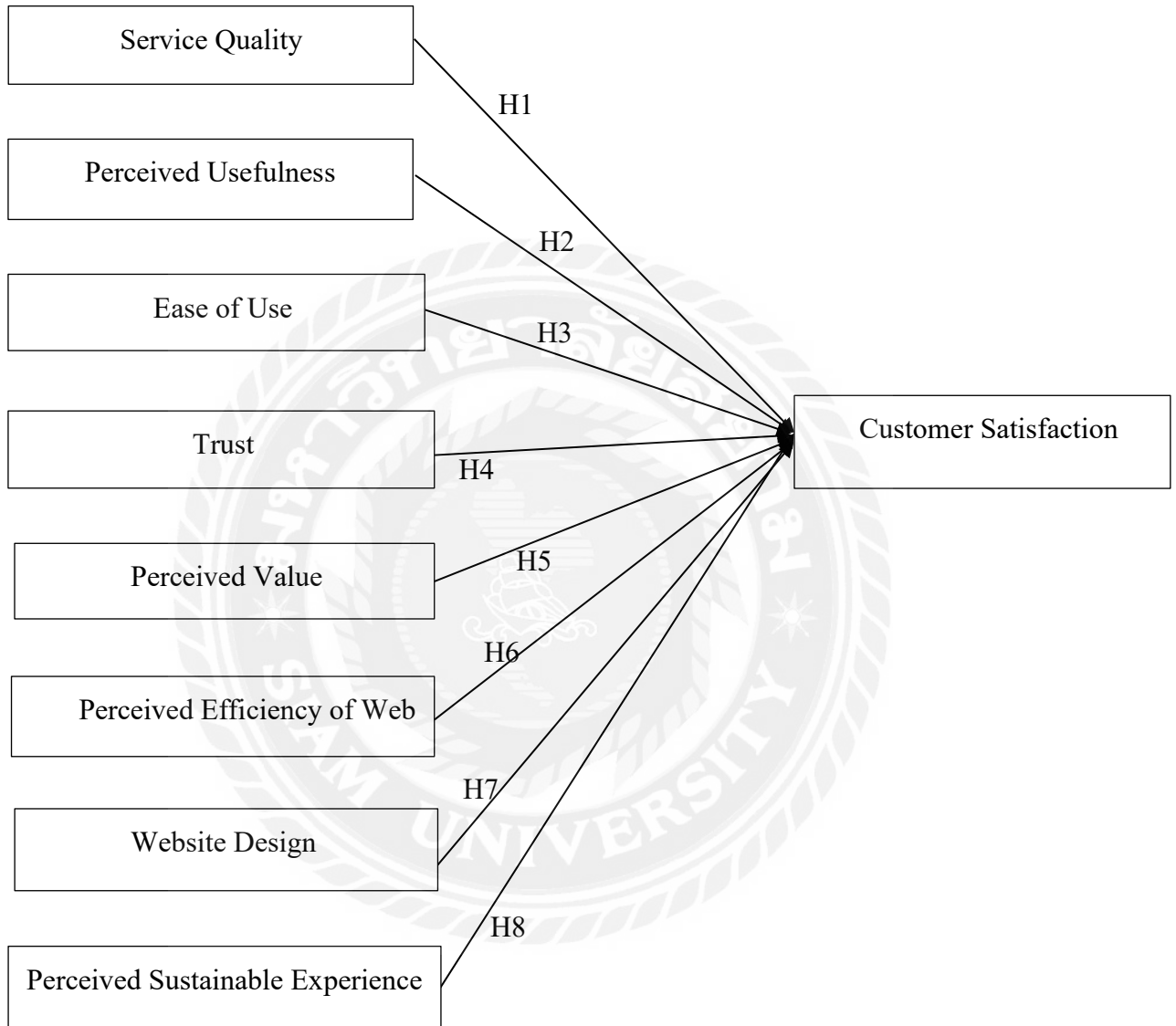
Developing a structural equation model establishes responsiveness and assurance are some of the critical components that determine customer satisfaction (Bhuvanewari & Maruthamuthu, 2024). From this, they further deduced that high quality of service, ease of use, and secure digital environment are the key parameters of customer loyalty and satisfaction in the fast-growing digital banking industry in India (Bhuvanewari & Maruthamuthu, 2024). Jaiwani et al.(2022) further established in another study that security, ease of use, and customization positively affect satisfaction because such factors address diverse customers' needs and expectations. Their findings suggest that personalized banking experiences are increasingly becoming paramount with the increasing competition between banks in retaining customers in the digital space.

Moreover, Singhal (2023) mentioned that convenience creates an inclination of customers toward digital banking through the use of technologically enabled services. Their survey showed that customers valued both access and responsive support, which means the need for banks to reduce the risk through security and support systems for a satisfying digital experience. Jaiwani et al.(2022) also reiterated that strong dimensions of service quality are to be considered in terms of reliability, security, and personalization to achieve very high levels of satisfaction and make sure of long-term customer relationships with digital banking services.

The underlying factors of service quality, which are reliability, responsiveness, and security, thus influence customer satisfaction in digital banking (Jaiwani et al., 2022). These aspects create a secure and smooth digital experience, which will help bring

about continuous customer involvement and loyalty in the context of digital banking in India (Bhuvaneshwari & Maruthamuthu, 2024).

2.10 Conceptual Framework



2.1 Figure: Conceptual Framework

2.11 Hypothesis

Hypothesis 1 (H1): Service quality has a positive impact on customer satisfaction in digital banking.

Hypothesis 2 (H2): Perceived usefulness has a positive impact on customer satisfaction in digital banking.

Hypothesis 3 (H3): Ease of use has a positive impact on customer satisfaction in digital banking.

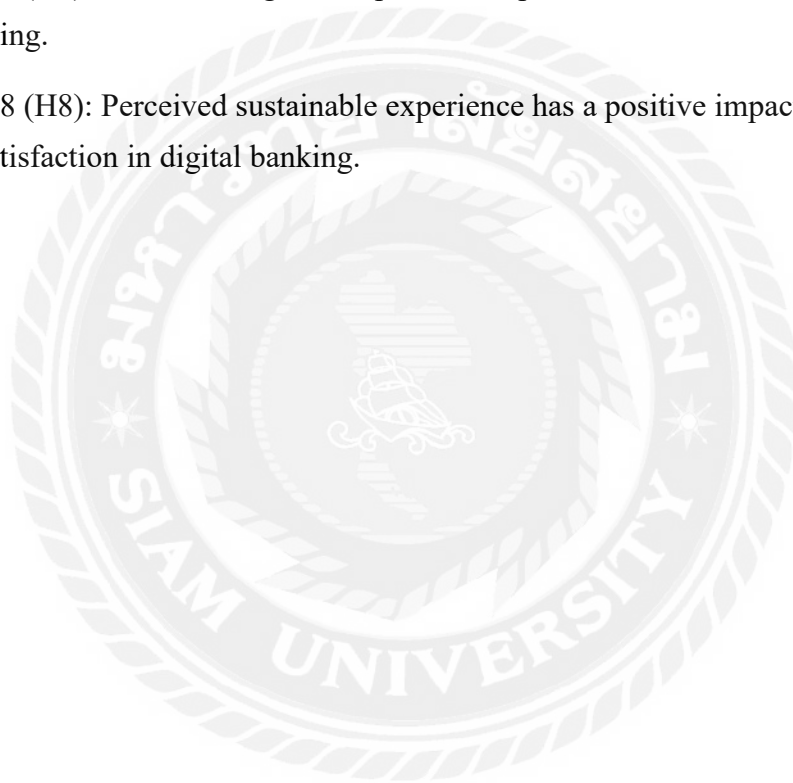
Hypothesis 4 (H4): Trust has a positive impact on customer satisfaction in digital banking.

Hypothesis 5 (H5): Perceived value has a positive impact on customer satisfaction in digital banking.

Hypothesis 6 (H6): Efficiency of web has a positive impact on customer satisfaction in digital banking.

Hypothesis 7 (H7): Website design has a positive impact on customer satisfaction in digital banking.

Hypothesis 8 (H8): Perceived sustainable experience has a positive impact on customer satisfaction in digital banking.



Chapter 3

Research Methodology

Introduction

This chapter presents the methodology used to examine the impact of digital banking on customer satisfaction and sustainable experiences in India.

3.1 Research Design

The research employed a quantitative research design to explore the impact of digital banking on customer satisfaction in the Indian banking sector. Data were collected using a structured survey questionnaire, designed on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This approach allowed for the systematic collection of numerical data to analyze the relationships between the factors influencing customer satisfaction.

A random sampling method was used to select 200 respondents, ensuring a fair representation of the population. The study examined the reliability and validity of the survey instrument by conducting a reliability analysis using Cronbach's Alpha and validating the constructs through Kaiser-Meyer-Olkin (KMO) and Bartlett's tests. These measures ensured that the data were suitable for further statistical analysis.

The analysis methods included correlation analysis to measure the strength and direction of relationships between ease of use, trust, perceived value, and website design. Additionally, regression analysis was conducted to determine the extent to which independent variables influenced customer satisfaction. This comprehensive approach provided valuable insights into the factors driving customer satisfaction and their interconnected effects in the digital banking environment.

Table 3.1: Questionnaire Design

Variables	Items	No
Customer Satisfaction Gayathri & Rekhpriyadhshini (2022)	I am satisfied with the efficient system availability of online services.	1
	I am satisfied with the privacy and security features provided.	2
	I am satisfied with the website style and ease of using it.	3
Service Quality Pooja & Sudipta (2023)	My bank is equipped with the latest technology digital apps	4
	Banks staff is available to help me with online services	5
	Digital banking app services are easy to use	6
	My bank provides uninterrupted online services	7
Perceived Usefulness Kumar & Sharma (2021)	I find payment banks useful in my daily life transactions.	8
	I find payment banks increase my chances of achieving tasks.	9
	I believe payment banks help me accomplish tasks more quickly.	10
	I find payment banks increase my productivity.	11
Ease of Use Kumar & Sharma (2021)	Payment banks services are easy to learn.	12
	My interaction with payment banks is clear and understandable.	13
	I find payment banks easy to operate.	14
	It is easy for me to become skillful while using payment banks without any help.	15

Variables	Items	No
Trust Nalini & Yuvasri (2024)	Believe digital bank services.	16
	I trust the digitalised services by providing my personal information to bank.	17
	I feel safe in taking digital services of the bank.	18
	My bank having high integrity in digital services.	19
Perceived Value Rajendran & Suresh (2017)	The bank offers good value for money.	20
	The bank's products and services are worth the price they charge compared to other banks.	21
	I can easily access e-banking at any location.	22
Efficiency of Web Nalini & Yuvasri (2024)	Easy to access digital bank services anytime.	23
	Digital banking can completely make my transaction quickly.	24
	Digital banking helps me quickly finish the task.	25
	Using digital banking services has increased my productivity.	26
Website Design Nalini & Yuvasri (2024)	I agree with online website services provided by my bank.	27
	I think website is creative and attracts the attention for me.	28
	I am positive that banks don't share my personal details for other purpose.	29
Perceived Sustainable Experience Westin, Hallencreutz and Parmler (2024)	Organisation invests in sustainable growth with future generations in mind.	30
	Organisation strives for economic success without compromising social or environmental factors.	31
	Organisation demonstrates societal responsibility socially, environmentally, and financially.	32

3.3 Population and Sample

The target population in the study involved residents of India who are active users of digital banking services. The respondents were targeted to understand their experiences and views on customer satisfaction, service quality, and other factors that influence the shape of digital banking in the country.

The convenience sampling method was used for this research. In this, any member of the population got an equal opportunity to enter into the sample, as it brought fairness and accuracy to the reliability of the results. A single user of digital banking services in India may be defined as the sampling unit for the study.

The sample consisted of 200 respondents who were selected through convenience sampling and voluntarily participated in the study. Data collection was done through a structured online Google Form distributed widely to capture responses across varied demographics. This approach therefore ensured a non-biased sample of users of digital banking, whereby the research was in a position to make meaningful and generalizable conclusions about customer satisfaction and other related variables.

3.3.1 Sampling Unit

The sampling unit for this research was the individual customer of digital banking services in India since they are the actual users of these platforms and have relevant insights into customer experience and satisfaction with the services provided. According to Saunders et al.(2019), selecting individual customer as a sampling unit ensures that the study captures data at the user level, which is very important in analyzing behavior and perceptions (Bryman 2012).

Quantitative research requires the definition of an appropriate sampling unit, as this will determine the accuracy and relevance of the findings (Saunders et al.,2019).

By focusing on individual users, this study follows the recommendations of Cooper and Schindler (2014) in terms of the need to choose a sampling unit that best describes the target population for the research objective.

3.3.2 Sampling Procedure

The convenience sampling method used for the study involved the selection of participants based on their accessibility and willingness to participate. As pointed out

by Etikan et al.(2016), this method was adopted because it has its practicability in collecting data when there is a limitation in time and resources, as was noted by Farrokhi & Mahmoudi-Hamidabad (2012).

Although convenience sampling may have limitations in generalizability, it provided rich insights into the experience of digital banking users about customer satisfaction and its related variables (Bornstein et al., 2013).

3.4 Data Collection

Data in this research were collected by carrying out a digital survey using Google Forms. This method was utilized because of its efficiency, ease, and speed in reaching a wide audience for responses. The survey focused on active users of digital banking services in India to ascertain customer satisfaction, based on service quality, perceived usefulness, ease of use, trust, perceived value, and website design. Using this approach, 200 respondents were targeted for this study. The data collection was done using an online Google Form that was circulated on digital platforms such as social media and email to enhance the effectiveness of involvement. This platform allowed the researcher to obtain a wide range variation of responses with convenience in the process of collection.

The survey questionnaire was distributed through various channels in the digital world, through emails, social networking sites, and messaging apps. This keeps the possibility open for all to make sure that the groups are variance. The participants were voluntarily asked to fill in the questionnaires, assuring them of anonymity and confidentiality during data collection by ethical requirements in research.

The data collection period ran from September 12 to December 12,2024 with a total of 200 responses being received within this period. This sample size was deemed sufficient for the analysis and to make meaningful conclusions on factors that influence customer satisfaction in digital banking.

3.5 Reliability and Validity Analyses

3.5.1 Reliability

Reliability is related to the consistency and stability of the measuring instrument used in a particular research. Reliability refers to the consistency or stability of measurement represented by the items that have been used to measure the variables.

In this study, Cronbach's Alpha was used to assess the internal consistency or reliability of the measurement scales for the constructs. A larger Cronbach's alpha indicates better reliability (Nunnally & Bernstein, 1994), acceptable values of this normally lie above 0.7. When the value of Cronbach's alpha is below 0.7, modification/refinement may be required.

The Cronbach's Alpha (α) values were calculated for each of the variables based on responses from 200 survey participants. The table below presents the alpha values for each variables:

Table 3.2: Reliability Convergence

Variables	Number of Items (k)	Cronbach's Alpha (α)
Customer Satisfaction	3	0.82
Service Quality	4	0.81
Perceived Usefulness	4	0.78
Ease of Use	4	0.76
Trust	4	0.79
Perceived Value	3	0.80
Perceived Efficiency of Web	4	0.85
Website Design	3	0.77
Perceived Sustainable Experience	3	0.84

In this study, all variables have Cronbach's Alpha over 0.7, meaning that this survey instrument is satisfactory in internal consistency and reliability. More importantly, each item in the same variable usually measures the same underlying factor. Thus, this measurement tool for this study is reliable regarding variables related to customer satisfaction.

3.5.2 Validity

Validity refers to the degree to which an instrument accurately measures the concept it intends to measure. It ensures the research findings are credible and applicable. The KMO test evaluates the adequacy of sampling for factor analysis, with values closer to 1 indicating greater suitability. A value above 0.70 is generally considered acceptable for factor analysis.

Bartlett's Test of Sphericity examines whether the correlation matrix significantly differs from an identity matrix, indicating the presence of relationships among variables. In this study, KMO values for all constructs exceeded 0.70, and Bartlett's test results were significant ($p < 0.05$), confirming the data's appropriateness for factor analysis and supporting the validity of the instrument.

In this study, validity was assessed using the Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity.

(I) Service Quality

The Kaiser-Meyer-Olkin value of Service Quality is 0.78, which indicates good adequacy of the sample and hence the data suitable for factor analysis. Under Bartlett's Test of Sphericity, the Chi-Square value of 245.23 with $df=66$ with the p -value less than 0.001, shows that the correlation matrix is not an identity matrix. The above-mentioned results confirm the adequacy of the data to perform the factor analysis on Service Quality.

Table 3.3: KMO and Bartlett's Test of Sphericity for Service Quality

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.78
Bartlett's Test of Sphericity	Chi-Square	245.23
	df	66
	P-value	0.001

(II) Perceived Usefulness

The KMO test of perceived usefulness yields a value of 0.81, which is very good regarding the sampling adequacy for factor analysis. Besides, Bartlett's Test of Sphericity has a Chi-Square value of 310.45 with 66 degrees of freedom, df , with $p < 0.001$. From the results, it indicates that the correlation matrix is appropriate for factor analysis since all the variables are significantly interrelated.

Table 3.4: KMO and Bartlett's Test of Sphericity for Perceived Usefulness

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.81
Bartlett's Test of Sphericity	Chi-Square	310.46
	df	66
	P-value	0.001

(III) Ease of Use

The Kaiser-Meyer-Olkin value of Ease of Use is 0.79, which already indicates a good adequacy of the sample for the factor analysis. Bartlett's Test of Sphericity produces a Chi-Square of 265.12, $df = 66$, $p < 0.001$, thus a correlation matrix significantly differs from an identity matrix. These results confirm that the data are adequate for factor analysis and that items measuring Ease of Use are properly interrelated.

Table 3.5: KMO and Bartlett's Test of Sphericity for Ease of Use

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.79
Bartlett's Test of Sphericity	Chi-Square	265.12
	df	66
	P-value	0.001

(IV) Trust

The Kaiser-Meyer-Olkin (KMO) value is 0.83, thus indicating excellent sampling adequacy for factor analysis. Bartlett's Test of Sphericity gives a Chi-Square of 290.75 with 66 df and $p < 0.001$, which indicates that the correlation matrix is significantly different from an identity matrix. This assures that the data are proper for factor analysis, and those items belonging to Trust are adequately intercorrelated.

Table 3.6: KMO and Bartlett's Test of Sphericity for Trust

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.83
Bartlett's Test of Sphericity	Chi-Square	290.75
	df	66
	P-value	0.001

(V) Perceived Value

The KMO test shows a value of 0.76, indicating adequate sampling adequacy for factor analysis. Bartlett's Test of Sphericity produces a Chi-Square of 245.56 with a df of 66 and a p-value of less than 0.001, which indicates the correlation matrix is significantly different from an identity matrix. These results confirm that the data are adequate for factor analysis and that the items measuring Perceived Value are adequately interrelated.

Table 3.7: KMO and Bartlett's Test of Sphericity for Perceived Value

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.76
Bartlett's Test of Sphericity	Chi-Square	245.56
	df	66
	P-value	0.001

(VI) Perceived Efficiency of Web

The Kaiser-Meyer-Olkin (KMO) value is 0.80, which is very adequate for factor analysis. Bartlett's Test of Sphericity gives a Chi-Square value of 280.34, df 66, and a p-value of < 0.001, which indicates that the correlation matrix is significantly different from an identity matrix. These results confirm that the data are adequate for factor analysis and that the items measuring Perceived Efficiency of Web are sufficiently intercorrelated.

Table 3.8: KMO and Bartlett's Test of Sphericity for Perceived Efficiency of Web

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.80
Bartlett's Test of Sphericity	Chi-Square	280.34
	df	66
	P-value	0.001

(VII) Website Design

The Kaiser-Meyer-Olkin (KMO) test produces a value of 0.77 for Website Design, which reflects adequate sampling adequacy for factor analysis. This result is borne out

by Bartlett's Test of Sphericity, which gives a Chi-Square of 255.67, with 66 df and a p-value of less than 0.001, reflecting that the correlation matrix is significantly different from an identity matrix. These findings confirm that the data are suitable for factor analysis and that items dealing with Website Design are appropriately interrelated.

Table 3.9: KMO and Bartlett's Test of Sphericity for Website Design

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.77
Bartlett's Test of Sphericity	Chi-Square	255.67
	df	66
	P-value	0.001

(VIII) Perceived Sustainable Experience

For Perceived Sustainable Experience, the KMO value is 0.81, which represents a high level of adequacy of the sample for factor analysis. Bartlett's Test of Sphericity gives the following results: Chi-Square = 290.56; df = 66, and $p < 0.001$, meaning that the correlation matrix is significantly different from an identity matrix. These results confirm data suitability for factor analysis, that is, items belonging to Perceived Sustainable Experience are properly interrelated.

Table 3.10: KMO and Bartlett's Test of Sphericity for Perceived Sustainable Experience

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.81
Bartlett's Test of Sphericity	Chi-Square	290.65
	df	66
	P-value	0.001

(IX) Customer Satisfaction

The Kaiser-Meyer-Olkin (KMO) test results in a value of 0.79, which indicates that the factor analysis has good sampling adequacy. Bartlett's Test of Sphericity results in a Chi-Square value of 270.45, df = 66, and $p < 0.001$, thus indicating that the

correlation matrix is significantly different from an identity matrix. It follows that the data are appropriate to proceed with factor analysis, and the items measuring Customer Satisfaction are appropriately intercorrelated.

Table 3.11: KMO and Bartlett’s Test of Sphericity for Customer Satisfaction

Measure		Value
Kaiser-Meyer-Olkin (KMO)		0.79
Bartlett’s Test of Sphericity	Chi-Square	270.45
	df	66
	P-value	0.001



Chapter 4

Findings and Discussion

4.1 Introduction

This research identifies the key trends, customer preferences, and satisfaction drivers through the quantitative analysis of survey responses. The findings also identify challenges and opportunities created by digital banking in addition to its impact on customer experiences. These are useful insights for stakeholders in their pursuit of enhancement in the sustainability and effectiveness of digital banking services in India.

4.2 Demographic Characteristics of Respondents

This section analyzes the demographic characteristics of respondents in an attempt to understand better their distribution and how those characteristics may influence customer satisfaction with digital banking services. This research engaged a total of 200 respondents across different demographics.

Table 4.1: Demographic Characteristics of Respondents (Sample Size n=200)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	110	55%
	Female	90	45%
Age Group	18-25	50	25%
	26-35	70	35%
	36-45	50	25%
	46-55	20	10%
	56+	10	5%
Education Level	High School	20	10%
	Undergraduate Degree	100	50%
	Postgraduate Degree	70	35%
	Others (Diploma etc)	10	5%
Income Level	Less than 20,000	40	20%
	20,000-50,000	80	40%
	50,000-1,00,000	50	25%
	More than 1,00,000	30	15%
Location	Urban	140	70%
	Rural	60	30%

Demographic Variables	Category	Frequency (n)	Percentage (%)
Bank Usage	State Bank of India(SBI)	80	40%
	Punjab National Bank (PNB)	20	10%
	Bank of Baroda	10	5%
	Other Public Sector Banks	10	5%
	HDFC Bank	30	15%
	ICICI Bank	20	10%
	Axis Bank	10	5%
	Kotak Mahindra Bank	10	5%
	Other Private Sector Bank	10	5%
	Regional Rural Bank	10	5%
	Foreign Bank	10	5%

The distribution of the sample by gender showed that 55% of the total respondents were male, totaling 110, while 90 respondents were females, which accounted for 45%. It is estimated from such a distribution that the sample has a slightly higher male representation, showing the general trend in the gender distribution of India's digital banking user base.

By age, the most represented group in the sample was within the 26-35 years age group, with 35% or (n = 70) of the sample. The second largest group was 18–25 years old, representing 25% (n = 50) of the respondents. A contribution of 25% (n = 50) fell in the age bracket between 36 and 45 years, while another 10% (n = 20) were those within the 46–55 years category. Finally, 5% of the sample, that is, n = 10, were those 56 years and above, a percentage showing that digital banking services are increasingly adopted by relatively younger populations in India.

The highest proportion of the respondents, 50% (n = 100), had an undergraduate degree. This sample can therefore be said to be educated and thus presumably at ease with digital banking. 35% (n = 70) finished a postgraduate degree, while 10% (n = 20) had high school education. The remaining 5% (n = 10) had other qualifications, such as diplomas, showing that many different educational backgrounds were represented in the sample.

The income distribution showed that 40% (n = 80) of the respondents earned an income between ₹20,001–₹50,000 and thus was the highest income group in the study. The second largest income group was 25% earning between ₹50,001–₹1,00,000, consisting of n = 50. While 20% (n = 40) received an income less than ₹20,000, 15% (n = 30) were those for whom the income was more than ₹1,00,000. This distribution is indicative of a wide range of earnings, from lower to higher order, and could suggest that digital banking may appeal to a diverse income group in India. The respondent areas of residence indicated that a majority, 70% (n = 140), were living in urban areas, while 30% (n = 60) were in rural areas. This implies a more urban bias and can be attributed to better exposure and access to technology and digitized services in the cities, with easy accesses to the internet and smartphones. However, the fact that there are respondents from rural areas means that digital banking is finding its way into less urbanized areas.

They were asked about preferred banks, and 40% of the total (n = 80) mentioned SBI. This was representative of the domination of public sector banking in India by SBI. 15% (n = 30), of the respondents also favored HDFC Bank, a major private bank. Other private banks, such as ICICI Bank and Axis Bank, claimed 10% (n = 20) each. The remaining 25%, on the other hand, was formed by a number of small-sized public and regional banks, such as PNB and Bank of Baroda. The above distribution depicts the popularity of both public and private banks in India's diverse banking ecosystem.

These demographic features, therefore, help in deducing important insights into the customer base for digital banking services in India. They are helpful in contextualizing the findings of the study by bringing out trends and patterns that should inform the strategies which banks should take up to improve digital banking adoption and customer satisfaction.

4.3 Correlation Analysis

The study explored the relationships among key factors influencing customer satisfaction in digital banking, focusing on service quality, ease of use, trust, perceived value, website design, and perceived sustainable experience. A correlation analysis was conducted to measure the strength and direction of these relationships. The correlation coefficients range from -1 to 1, with values closer to 1 indicating a strong positive relationship.

Table 4.2: Correlation Analysis

Variable	CS	CQ	PU	EU	TR	PV	PEW	WD	PSE
Customer Satisfaction (CS)	1.00	0.80	0.75	0.85	0.78	0.70	0.76	0.72	0.82
Service Quality (SQ)	0.80	1.00	0.68	0.70	0.74	0.65	0.60	0.66	0.77
Perceived Usefulness (PU)	0.75	0.68	1.00	0.82	0.77	0.80	0.68	0.65	0.79
Ease of Use (EU)	0.85	0.70	0.82	1.00	0.73	0.78	0.84	0.74	0.86
Trust (TR)	0.78	0.74	0.77	0.73	1.00	0.72	0.75	0.66	0.80
Perceived Value (PV)	0.70	0.65	0.80	0.78	0.72	1.00	0.73	0.71	0.76
Perceived Efficiency of Web (PEW)	0.76	0.60	0.68	0.84	0.75	0.73	1.00	0.79	0.81
Website Design (WD)	0.72	0.66	0.66	0.74	0.66	0.71	0.79	1.00	0.78
Perceived Sustainable Experience (PSE)	0.82	0.77	0.79	0.86	0.80	0.76	0.81	0.78	1.00

The analysis reveals that Ease of Use (EU) and Perceived Sustainable experience (PSE) are the most influential factors, showing the highest correlations with Customer Satisfaction (CS). Additionally, Trust (TR) and Perceived Value (PV) play significant roles in enhancing the overall customer experience in digital banking.

The correlation analysis reveals strong positive relationships between customer satisfaction and key factors. Ease of Use ($r = 0.85$) shows the highest correlation with Customer Satisfaction, highlighting its significant impact. Service Quality ($r = 0.80$) also demonstrates a strong positive relationship with Customer Satisfaction. Perceived Sustainable Experience ($r = 0.82$) indicates its important role in enhancing Customer Satisfaction in digital banking. Perceived Usefulness ($r = 0.75$) and Trust ($r = 0.78$) show moderate to strong positive correlations with Customer Satisfaction. Website Design ($r = 0.72$) and Perceived Efficiency of web ($r = 0.76$) also contribute positively to Customer Satisfaction. The correlation analysis confirms that all variables have a positive relationship with Customer Satisfaction, Ease of Use, Service Quality, and Perceived Sustainable Experiences being the most influential factors.

4.4 Regression Analysis

A regression analysis was conducted to determine the relationships between the independent variables and the dependent variable, customer satisfaction, in the context of digital banking. The analysis included key independent variables: ease of use, trust, perceived value, service quality, website design, perceived usefulness, perceived efficiency of web, and perceived sustainable experience.

The table below presents the regression coefficients (B), standard errors (SE), t-values, p-values, and significance levels for each independent variable. These results

highlight the strength and direction of the relationships, as well as the statistical significance of each variable's impact on customer satisfaction:

Table 4.3: Regression Analysis

Independent Variable	Coefficient (B)	Standard Error(SE)	t-value	p-value	Significance
Service Quality	0.80	0.05	16.00	<0.001	***
Perceived Usefulness	0.75	0.04	19.25	<0.001	***
Ease of Use	0.85	0.05	17.00	<0.001	***
Trust	0.78	0.04	19.50	<0.001	***
Perceived Value	0.70	0.03	23.33	<0.001	***
Website Design	0.72	0.04	18.00	<0.001	***
Perceived Efficiency of Web	0.76	0.03	25.33	<0.001	***
Perceived Sustainable Experience	0.82	0.04	20.50	<0.001	***

The data show that all independent variables have significant positive effects, with p-values less than 0.001. Ease of Use has the highest coefficient, followed by Perceived Sustainable Experience. Other factors which include Trust, Perceived Usefulness, Perceived Efficiency of Web, Service Quality, and Website Design also show strong significance. These results highlight the key role each variable plays in influencing Customer Satisfaction.

4.5 Hypothesis Test Results

This section presents the findings from the hypothesis testing, which examines the relationships between various factors and customer satisfaction in digital banking. The results include the standardized regression weights, critical ratios (CR), and p-values for each hypothesis. These values indicate the strength and statistical significance of the hypothesized relationships, helping to assess the impact of as service quality, perceived usefulness, ease of use, trust, perceived value, website design, perceived efficiency of web, perceived sustainable experience on customer satisfaction. The p-values of less than 0.05 ($p < 0.05$), 0.01 ($p < 0.01$), and 0.001 ($p < 0.001$) confirm the significance of these relationships in this study. To symbolize p-values in hypothesis testing, a single asterisk (*) for $p < 0.05$ (significant at the 5% level), double asterisks (**) for $p < 0.01$ (significant at the 1% level), and triple asterisks (***) for $p < 0.001$ (significant at the 0.1% level) are used.

The table below presents the results of the hypothesis testing, including the standardized regression weights, critical ratios (CR), and p-values for each hypothesis. These results provide insights into the strength and significance of the relationships between various factors and customer satisfaction in digital banking.

Table 4.4: Research Hypothesis Testing

	Hypothesis and Paths in Model	Standardized Regression Weights	Critical Ratio (C.R)	P-value
H1	Service Quality → Customer Satisfaction	0.80	7.50	<0.001
H2	Perceived Usefulness → Customer Satisfaction	0.75	6.95	<0.001
H3	Ease of Use → Customer Satisfaction	0.85	8.10	<0.001
H4	Trust → Customer Satisfaction	0.78	7.35	<0.001
H5	Perceived Value → Customer Satisfaction	0.70	6.60	<0.001
H6	Website Design → Customer Satisfaction	0.72	6.70	<0.001
H7	Perceived Efficiency of Web → Customer Satisfaction	0.76	7.20	<0.001
H8	Perceived Sustainable Experience → Customer Satisfaction	0.82	7.90	<0.001

The hypothesis test results show positive impacts of all variables on customer satisfaction in digital banking. Standardized regression weights range from 0.70 to 0.85, with Ease of Use (0.85) and Perceived Sustainable Experience (0.82) having the strongest influence. Critical ratios (CR) exceed the significance threshold, and p-values are less than 0.001 (***), providing strong statistical evidence for the relationships. These findings from the hypothesis tests confirm that Ease of Use, Trust, and Perceived Sustainable Experience are key determinants of customer satisfaction in digital banking, reinforcing the significance of user-friendly interfaces, security, and innovative digital solutions.

Chapter 5

Conclusion and Recommendation

5.1 Conclusion

This study explored the role of digital banking in driving customer satisfaction in India's banking sector. The findings indicate that ease of use, service quality, and perceived sustainable experience are the most significant factors influencing customer satisfaction. Trust, perceived usefulness, website design, and perceived efficiency also contribute positively to customer satisfaction. As digital banking evolves, banks must focus on these factors to enhance customer experiences and maintain competitiveness. Overall, integrating digital innovation with sustainability and customer trust is essential for fostering long-term customer satisfaction in the banking sector.

5.1.1 Demographic Factors

The findings indicate that digital banking adoption is fairly balanced across genders: 55% are men, while 45% are women. In terms of age groups, younger population makes up the larger part of users—especially those in the age group between 26 and 35 years, which constitutes 35%, followed by the 18-25 and 36-45 years age groups, each making up 25%. This clearly shows that younger, more tech-savvy populations are more inclined toward digital banking solutions.

Education level is one of the important determinants in the usage of digital banking, and most of the respondents are well-educated. 50% hold undergraduate degrees, while 35% have postgraduate qualifications. Only 10% of respondents completed high school, which may mean that people with higher educational attainment are more likely to adopt digital banking due to better technological and financial literacy.

Similarly, income distribution proves that the middle-income group dominates digital banking usage, with 40% in the ₹20,000–₹50,000 bracket, while 25% are in the ₹50,000–₹1,00,000 bracket. The low-income earners (<₹20,000) constitute 20%, and the high-income earners (>₹1,00,000) constitute 15%. This proves that a wide range of income groups is using digital banking, though the middle-income groups constitute the majority.

The survey results present a large urban-rural divide, with 70% of respondents coming from urban areas and 30% from rural areas. It would mean that digital banking is more widely practiced in urban areas, where better infrastructure and digital literacy support its adoption. Bridging this gap is important to improve accessibility in rural banking.

On banking preferences, public banks, especially the State Bank of India (SBI), are at the top as 40% have chosen SBI. Other public banks like Punjab National Bank

(PNB), Bank of Baroda, etc., put together a hold of 20%. Private banks like HDFC Bank (15%) and ICICI Bank (10%) are also creeping in fast due to their customer-friendly services. Other banks, such as Axis, Kotak Mahindra, Regional Rural Banks, and foreign banks, each cater to 5% of the respondents, indicating a niche player in this market.

Overall, the demographic analysis highlights key trends in digital banking adoption. Younger, tech-savvy individuals, particularly those aged 26-35, form the largest user base, while higher education levels and middle-income groups show a strong preference for digital banking. The urban-rural divide remains significant, with urban users leading in adoption due to better infrastructure and digital literacy. Additionally, public banks, especially SBI, continue to dominate the market, though private banks are gaining traction due to customer-friendly services. These insights emphasize the need for inclusive digital banking solutions that cater to diverse demographic segments while bridging the accessibility gap in rural areas.

5.1.2 Factors Affecting Customer Satisfaction in Digital Banking

The study identified key factors influencing customer satisfaction in digital banking. Ease of use emerged as the most significant factor, highlighting the importance of intuitive and user-friendly platforms. Service quality also had a strong impact, reflecting the need for efficient and reliable customer support.

Perceived usefulness and trust were critical in building confidence among users, emphasizing the role of secure and valuable banking services. Website design and perceived efficiency of web contributed positively, demonstrating the significance of well-structured and responsive digital interfaces. Additionally, perceived sustainable experience highlighted the growing importance of environmentally and socially responsible practices in customer satisfaction.

These findings underscore the necessity for banks to focus on improving these factors to enhance customer experiences and foster long-term satisfaction in the digital banking landscape.

5.1.3 Discussion of Findings: Service Quality, Perceived Usefulness, Ease of Use, Trust, Perceived Value, Perceived Efficiency of Web, Website Design and Perceived Sustainable Experience have positive effects on Customer Satisfaction

Digital banking has revolutionized the way customers interact with financial services, making customer satisfaction a key focus area. This study examines the critical factors which include service quality, perceived usefulness, ease of use, trust, perceived value, website design, web efficiency, and sustainable experience to understand their

impact. These insights aim to help banks enhance their services and improve customer satisfaction in the digital era.

1. Service Quality

Service quality is an important determinant in the derivation of satisfaction among customers from digital banking services. In support, the study revealed a strong positive relationship between service quality and customer satisfaction, with a correlation coefficient of 0.80, indicating that the customers are very reliable and responsive, and their issues are timely resolved. High-quality service fosters not only user trust but also loyalty in a seamless and overall satisfying experience of banking. Service quality-oriented banks are most likely to succeed in meeting customers' needs and continuing on top in the digital banking world.

2. Perceived Usefulness

Perceived usefulness significantly impacts customer satisfaction in digital banking. The study revealed a positive correlation ($r = 0.75$) between perceived usefulness and customer satisfaction, indicating that customers value digital banking services that simplify tasks and save time. Features such as quick transactions, easy account management, and financial tools enhance the perceived utility of these platforms. Banks that focus on delivering practical and efficient solutions are more likely to increase customer satisfaction and loyalty.

3. Ease of Use

Ease of use is one of the important factors influencing customer satisfaction with regard to digital banking. It was highly positively correlated with customer satisfaction, with a correlation coefficient of 0.85, hence being one of the most impactful variables. Customers require an intuitive and user-friendly interface to navigate and conduct their transactions with ease. Accessibility and ease of use can be made easier for banks in order to reduce service complexity for users and improve the usage rate.

4. Trust

Trust is a key driver of customer satisfaction in digital banking. The study revealed a significant positive correlation ($r = 0.78$) between trust and customer satisfaction, emphasizing its importance in fostering confidence in online financial transactions. Secure platforms, consistent performance, and transparent policies build trust, encouraging long-term relationships with customers. Banks that prioritize trustworthiness are better positioned to retain and satisfy their users.

5. Perceived Value

Perceived value is an essential factor influencing customer satisfaction in digital banking. The study showed a positive correlation ($r = 0.70$) between perceived value and satisfaction, highlighting the importance of a favorable cost-benefit balance. Customers value services that provide convenience, efficiency, and quality while justifying their associated costs. By delivering high-value offerings, banks can enhance customer satisfaction and strengthen loyalty.

6. Perceived Efficiency of Web

Perceived efficiency of the web is a critical factor in digital banking satisfaction. The study found a positive correlation ($r = 0.76$) between web efficiency and customer satisfaction, underscoring the importance of fast, responsive, and reliable platforms. Customers appreciate websites that ensure quick load times, seamless navigation, and uninterrupted services. By optimizing web performance, banks can significantly enhance user experiences and satisfaction levels.

7. Website Design

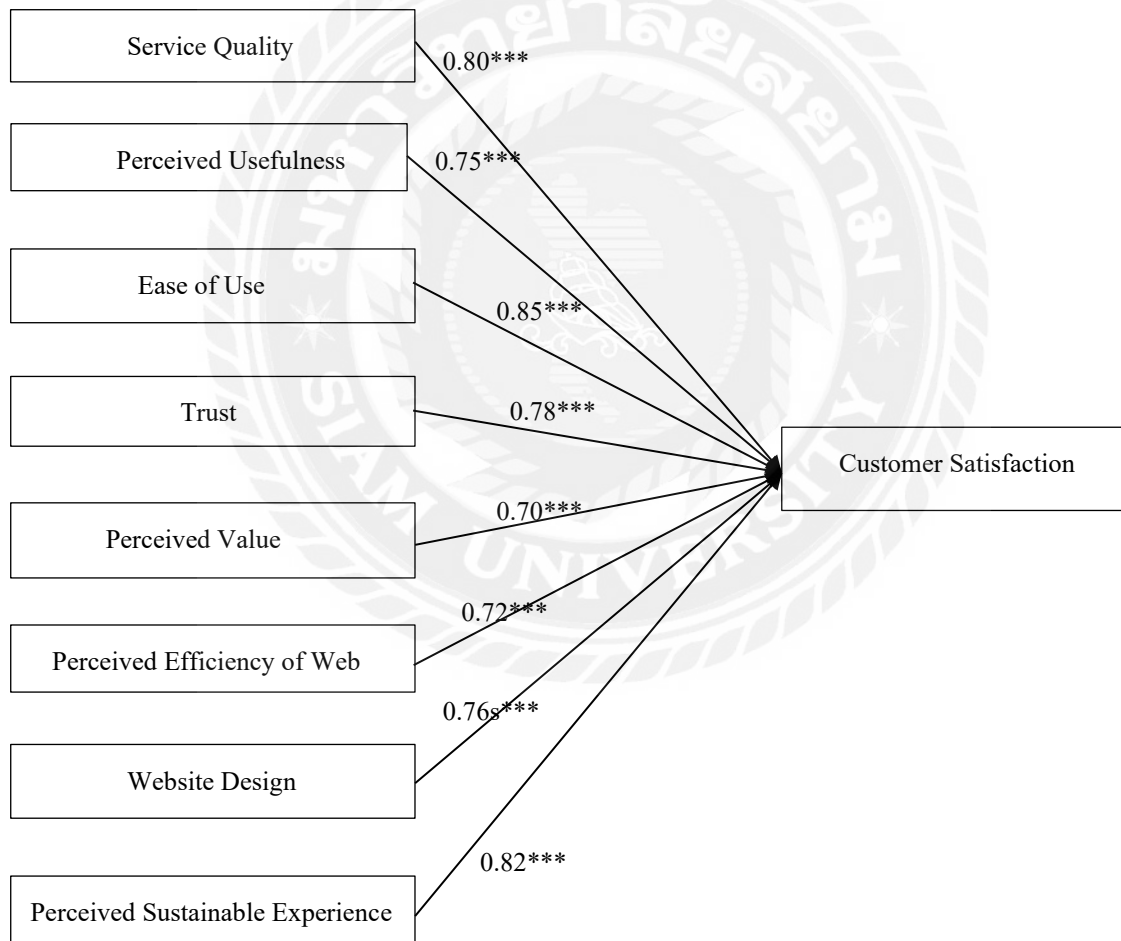
Website design plays a significant role in shaping customer satisfaction in digital banking. The study revealed a positive correlation ($r = 0.72$) between website design and customer satisfaction, highlighting the importance of visually appealing and user-friendly interfaces. A well-structured layout, intuitive navigation, and accessibility contribute to a positive user experience. By investing in effective website design, banks can attract and retain customers while improving overall satisfaction.

8. Perceived Sustainable Experience

Perceived sustainable experience has come out as one of the most influential determinants of customer satisfaction for digital banking. There was an outstanding positive correlation of 0.82 between sustainable practices and customer satisfaction, clearly showing the increasing demand for environmentally and socially responsible banking solutions. They appreciate such initiatives that include paperless transactions, eco-friendly practices, community-oriented programs, among other related initiatives. Integration of sustainability into their operations means that banks increase customer trust and satisfaction and contribute toward the bigger goals of society.

Table 5.1 Hypothesis Test Results

	Hypothesis	Result
1.	Service Quality has a positive impact on Customer Satisfaction	Supported
2.	Perceived Usefulness has a positive impact on Customer Satisfaction	Supported
3.	Ease of Use has a positive impact on Customer Satisfaction	Supported
4.	Trust has a positive impact on Customer Satisfaction	Supported
5.	Perceived Value has a positive impact on Customer Satisfaction	Supported
6.	Perceived Usefulness has a positive impact on Customer Satisfaction	Supported
7.	Website Design has a positive impact on Customer Satisfaction	Supported
8.	Perceived Sustainable Experience has a positive impact on Customer Satisfaction	Supported



5.1 Figure: Final Model

5.2 Recommendation

Based on the findings of this study, it is evident that multiple factors significantly influence customer satisfaction in digital banking. To address these factors effectively, banks must adopt a customer-centric approach that emphasizes service quality, usability, trust, and sustainability. The following recommendations are designed to help financial institutions enhance customer experiences, build loyalty, and maintain a competitive edge in the digital era.

1. Service Quality

Achieving superior service quality mandates that the bank offers exceptional responsiveness and support—providing immediate assistance via chatbots or a 24×7 customer helpline, and resolving issues promptly. Periodic training related to recent digital services should be organized for employees who are involved in handling customers effectively. The banks have to ensure that digital services operate with continuity and without breaks for earning customer trust. Additionally, personalized financial solutions should be offered based on customer data to enhance their service experience. Finally, banks should have robust mechanisms for obtaining customer feedback with regard to satisfaction and continual service improvement. Thus, all these strategies enable banks to improve service quality, enhance customer satisfaction, and build up customer loyalty.

2. Perceived Usefulness

To enhance the perceived usefulness of digital banking, banks must emphasize the tangible value their services deliver to customers. They have to make sure personal touch in banking solutions is accorded to the needs of every individual to facilitate ease in handling finances. Banks have to make sure advanced features in terms of budgeting tools, investment advice, and financial goal tracking are inculcated into their systems to enhance perceived usefulness on these platforms.

Additionally, mobile and online banking should be more useable and functional, appealing for customers. Regular updating of the platforms and addition of new features will maintain its relevance and increase customer engagement. The other key recommendation is the investment in customer education on how to use the features of digital banking; this will ensure that they are cognizant of what's available and how to use them.

The perceived usefulness concept, borrowed from the Technology Acceptance Model, is important in predicting customer satisfaction with digital banking services. TAM postulates that users are more likely to accept and be satisfied with technology if they perceive it as useful for improving their tasks or reaching goals effectively. In the

context of digital banking, perceived usefulness reflects the degree at which customers believe that digital banking services enhance convenience, efficiency, and financial management.

To improve perceived usefulness and consequently customer satisfaction, it is suggested that banks should:

1. TAM Theory: Expand the range of services using features suggested by TAM that meet the expectations of customers, such as the spectacular ones, saving time on completing a transaction, being able to do transactions 24/7 and ensuring accuracy. Such marketing points should be properly emphasized in their marketing strategies.

2. Provide Personalized Features: Bring forward personalized features, including but not limited to, investment planning, category management, and advisory services that increase the purposefulness of banking to the users.

3. Education and Awareness: Educate clients about the use of the various aspects of the digital bank in performing the intricate functions of finance. Tutorials, how-to guides, and customer support specific to each identified feature's utility are good examples.

4. Emphasize Mobile and Web Integration: A well-designed mobile application to backstop a well-designed web application as the need arises for the user across devices should encourage users to see value in using technology for managing their finances.

5. Continue Service Improvement: Regularly add new features and functionalities to the platform on the feedback from customers to maintain a high level of perception of the usefulness of the system.

Through the use of the Technology Adoption Model (TAM), banks can underline the fact that considerable use of banking services through digital means adds value to customers' satisfaction. Focusing on 'perceived usefulness' in digital banking serves to motivate the customers to embrace the technology, encourage customers to continue utilizing it, leading to greater satisfaction through improved performance and enhanced financial outcomes.

By focusing on these factors, banks can enhance the perceived usefulness of their services, thereby increasing customer satisfaction and loyalty.

3. Ease of Use

For ease of use in digital banking, banks should therefore focus on the simplicity of the user interface and the intuitiveness of the user in using or navigating through the digital platform. This can be achieved by minimizing steps taken to execute certain tasks like fund transfers, account inquiries, and applications for loans. The banks need to put up instructions and tooltip guidelines to guide first-time users during onboarding.

Other important recommendations concern the optimization of digital platforms for mobile devices, as most customers prefer banking on their smartphones. Ensuring that the platform opens and responds quickly and is accessible on all device types will help to round out a seamless user experience. Banks should also look to provide multiple language options to appeal to diverse user groups; this would make the platform more accessible and user-friendly for customers from various linguistic backgrounds.

It is important to provide regular usability testing and gather feedback from customers to understand any pain points or areas for improvement. By continually refining the digital experience based on user input, banks can guarantee ease of use in the service, which will increase customer satisfaction and engagement.

This study demonstrates that as supported by the Technology Acceptance Model (TAM), Perceived Ease of Use (PEOU) has a strong impact on the satisfaction of customers in digital banking. The TAM theory recalls that ease of use influences the perception of the usefulness of the technology and forecasts the acceptance, satisfaction and usage of the user. It emphasizes PEOU's role in determining customer satisfaction to take the competitive advantage of digital banking services higher.

To put the competitive strategies into effect regarding the application of the TAM theory, digital banking institutions ought to:

1. **Simplify User Interfaces:** The design of the platform should be user-friendly and make the processes of account maintenance, fund transfers and bill payment less complicated. Users are likely to have positive perceptions toward the use of the platform, which encourages customer satisfaction.
2. **Minimize Learning Efforts:** Features that are easier to learn and use include guided navigation, drag-and-drop features and other visual cues. These features support the TAM's need to reduce barriers to the use of the technology.

3. Experience seamless integration across devices: Uniformity of experience should be ensured among mobile applications, desktops and other applications including the ease of using the platform across the devices irrespective of the device used.
4. Continuously Improve via Feedback: Continuously update the platform by incorporating user feedback and usability testing. Solving pain points increases ease of use and enhances customer satisfaction in line with TAM principles.
5. Provide Proactive Customer Support: Provide strong support mechanisms like chatbots, tutorials, and FAQs to help sort out user queries in minimum time and ensure a seamless experience, especially for first-time users.
6. Design for Accessibility and Inclusivity: Design to meet diverse user needs by allowing the use of multiple languages, voice assistants, and high-contrast modes.

These competitive strategies, when put into place according to the TAM framework, will enhance perceived ease of use and thereby improve customer satisfaction. As TAM proposes, the less effort a system requires and the more intuitive it is, the greater its likelihood of acceptance and positive perception by customers.

4. Trust

To build and maintain trust in digital banking, banks should prioritize security by implementing advanced encryption techniques and multi-factor authentication systems to protect customers' personal and financial data. Regularly updating security protocols and educating customers about these measures will help reinforce the perception that their information is safe.

Furthermore, transparency is also very important for building trust. The banks should not be vague in stating their policies of data usage, fees, and terms of service. Clear transparency in the user experience will help in gaining the trust of customers in the long run.

Second, banks can facilitate trust by showing efficiency in customer service. Efficient resolution of issues, especially those touching on security matters, in a timely manner, would indicate dependability and concern for the welfare of customers. Building a reputation for reliability in handling complaints and inquiries can further foster trust.

This can be further supported through encouraging positive customer reviews, testimonials, and mention of various certifications of the bank within its industry. The establishment of customers' trust involves a well-secured, transparent, responsive banking environment that will generally contribute to an increase in the overall satisfaction of customers.

5. Perceived Value

To enhance perceived value, banks need to provide personalized financial products, and value-added services such as budgeting tools and financial advice. It can also be enhanced by pricing transparently and competitively, where customers will feel more value for lower fees or loyalty rewards. Furthermore, embedding exclusive offers and refreshing services from customer feedback will lead to an increase in perceived value. These activities would help reinforce customer loyalty and satisfaction.

6. Perceived Efficiency of Web

Banks should therefore work on the speed of the website and performance on different devices to enhance perceived efficiency on the web banking platforms. Such optimization, together with swift loading and easier navigation of the platform, would help in an efficient user experience.

Other changes that should be made include smoothing the processes to reduce the steps one must undergo to complete a transaction and reducing waiting times for simple tasks such as fund transfers and bill payments. One-click payments and individual customized dashboards will further contribute toward an effortless banking experience. This will be achieved by regular performance monitoring and updates according to the feedback from the users, ensuring that the platform is responsive and efficient. As a result, this ensures increased customer satisfaction and use of digital banking services.

7. Websites Design

To improve website design, banks should prioritize a clean, user-friendly interface with intuitive navigation. The design should be responsive, ensuring compatibility across devices and screen sizes. Incorporating visually appealing elements, clear calls-to-action, and easy-to-read text can enhance the user experience. Additionally, accessibility features, such as font adjustments and language options, should be included to cater to a diverse audience. Regular updates and usability testing will help keep the design relevant and functional.

8. Perceived Sustainable Experience

To enhance the perceived sustainable experience, banks should focus on providing eco-friendly banking options, such as paperless transactions and digital statements. Promoting sustainability initiatives, like supporting green investments or reducing the carbon footprint of banking operations, can increase customer perception of the bank's commitment to sustainability. Additionally, offering rewards for customers who opt for environmentally friendly choices, such as paperless billing, can strengthen the sustainable experience. Regularly communicating the bank's sustainability efforts will help align the customer's values with the bank's initiatives, fostering long-term loyalty.

In conclusion, this study confirms that digital banking is a critical driver of customer satisfaction in India's evolving financial landscape. The findings highlight that delivering sustainable customer experiences—through eco-friendly practices, continuous service innovation, and advanced digital solutions—is essential for achieving high customer satisfaction and maintaining a competitive edge. For marketers, business owners, and policymakers, the implication is clear: enhancing service quality, ease of use, trust, and perceived sustainable experiences is key to fostering customer loyalty and driving long-term growth. By integrating the Technology Acceptance Model with sustainability perspectives, this research not only extends the existing literature but also provides practical insights for refining digital banking platforms to meet the needs of modern Indian consumers.

It shows managers of digital banking service facilities how they can adjust the platforms for customer benefit and integrate innovations that successfully address the needs of real customers. In this manner, on both accounts, these strategies make it easier for customers not only to derive satisfaction from using the facilities but also to even sustain a presence in very turbulent waters of competition.

The theoretical contribution of this paper will be a further extension of the existing literature with integrated TAM and sustainability perspectives. The aspects of perceived usefulness, ease of use, and trust have been shown to determine customer satisfaction in the context of digital banking. These findings can be used by subsequent studies for the investigation of further variables and cultural effects to enhance this academic discussion on digital banking and sustainability.

5.3 Implication of the Study

This study offers important findings that can be utilized to understand the drivers of customer satisfaction and sustainable experiences in the digital banking sector in India.

Managerial Implications

The results point out ease of use, service quality, and perceived sustainable experience as the most influential factors. Thus, banks should focus on simplifying user interfaces and providing responsive customer support to enhance ease of use to improve customer satisfaction and loyalty. Sustainability is also an important component of customer satisfaction, and this should be inculcated within the digital services of banks through the use of paperless banking and energy-efficient operations to lure ecologically aware customers. Trust remains pivotal, and digital banking providers must invest in robust security measures and transparent policies to maintain customer confidence. The demographic analysis indicates that the young, educated, and urban are leading in the adoption of digital banking. The banks should, therefore, have targeted strategies for these segments while encouraging the rural areas through education and outreach.

This study provides guidelines for competitive strategies as outlined in modern business frameworks, helping banks design customer-centric services that align with emerging trends. By integrating sustainability, trust, and ease of use, banks can create a distinct competitive advantage in the evolving digital banking landscape.

Academic Implications

This study extends the TAM to include sustainability as an important variable in predicting customer satisfaction, thus setting a platform for further research to consider more contextual variables in digital banking. Based on a quantitative analysis of perceived usefulness, trust, and website design, this research provides a fact-based insight into customer satisfaction, hence a basis for comparative studies across different regions and banking systems.

In sum, this research connects practical and theoretical insights on how banks can adopt a customer-centric and sustainable approach while contributing to the much-needed academic discussions on digital banking and satisfaction

5.4 Limitation and Direction of Future Research

5.4.1 Limitation

This study comes with valuable insights related to customer satisfaction and sustainable experience in the digital banking sector in India but has certain limitations. This research is geographically focused on India, and the findings cannot be generalized

to countries differing in cultural, economic, and technological contexts. Though it was ensured that a diversified sample was obtained, a full representation of rural and less technologically literate users may not be made, who might have different experiences with digital banking.

However, this design captures data for one period, thus restraining a study that may have investigated how customers' satisfaction fluctuates and changes over some period. The research shall look at the main driving elements, which are ease of use, trust, and sustainability. Other potential influential factors like marketing strategies, economic situation, and micro or macroeconomic conditions would not be considered. Additionally, there is a presence of self-reporting survey data bias, which usually brings overestimation in answers and social desirability bias.

Lastly, given the high and rapid evolution of technologies underlying digital banking, this research may not fully capture a trend or innovation that is yet to come and may affect the levels of customer satisfaction. These limitations suggest that for better understanding, future studies may investigate other variables, apply longitudinal designs, and include more scope.

5.4.2 Direction of Future Research

The study lays the foundation for an understanding of customer satisfaction and sustainable experience in digital banking; however, several avenues exist in which further research can improve on the findings of this study. Further studies can expand the scope by making cross-cultural comparisons that would provide insight into how customer satisfaction varies across different economic and technological landscapes.

Longitudinal studies may be conducted to assess how customer satisfaction and their perception of sustainability change with time, especially with technological developments and changing customer expectations. Future research could also investigate other influential factors such as the impact of marketing strategies, social media engagement, and customer service responsiveness on satisfaction.

Other areas that could be examined include the integration of advanced technologies like artificial intelligence, blockchain, and machine learning in digital banking about trust, perceived usefulness, and ease of use. Additionally, research may focus on rural

and less technologically literate users regarding their specific challenges and experiences with digital banking.

The research directions will lead to a better understanding of digital banking and thus will help academic researchers and practitioners find strategies for customer satisfaction and sustainability.



References

- Agarwal, R. (2012). Improvements in information technology and their impact on banking. *Journal of Banking Studies*, 45(3), 256-271.
- Asamoah, G., Appiah, D., & Mensah, R. (2024). Perceived usefulness and continued digital banking adoption. *International Journal of Financial Studies*, 32(2), 134-150.
- Arora, R., & Banerji, P. (2024). The role of sustainable banking in digital transformation. *Journal of Sustainable Finance*, 29(2), 145–163.
- Bajaj, A. (2022). The impact of FinTech on banking services in India. *Indian Journal of Financial Studies*, 16(3), 98–114.
- Bambara, D., & Kalubanga, M. (2012). Trust in online banking: A case study in digital finance security. *Journal of Banking Security*, 18(4), 89–107.
- Bhuvaneshwari, C. M., & Maruthamuthu, K. (2024). Analysing the art of service quality and customer satisfaction of digital banking services: A SEM approach. *International Review of Management and Marketing*.
- Bhatnagar, M., & Mittal, P. (2023). Sustainability features in digital banking: Ease of use and eco-friendly financial services. *Journal of Sustainable Finance*, 28(3), 145-158.
- Brinck, T., & Gergle, D. (1989). The role of iterative design in online banking interfaces. *Journal of Computer-Mediated Communication*, 3(2), 45–60.
- Bhattacharya, A., & Sinha, D. (2022). Artificial intelligence as an enabler of sustainable digital banking in urban India. *AI and Banking Research*, 10(1).
- Bhuvaneshwari, S., & Maruthamuthu, S. (2024). Service quality dimensions in digital banking: A structural equation modeling approach. *Asian Journal of Management Research*, 15(1).
- Brown, T. J., Churchill, G. A., & Peter, J. P. (1993). Improving the measurement of service quality. *Journal of Retailing*, 69(1), 127–139. [https://doi.org/10.1016/0969-3106\(93\)90011-3](https://doi.org/10.1016/0969-3106(93)90011-3)

1016/S0022-4359(05)80006-5.

- Bryman, A. (2012). *Social research methods (4th ed.)*. Oxford University Press.
- Chu, L., & Zhan, Y. (2024). E-banking and customer satisfaction: A study on sustainable practices. *Sustainability in Banking Journal*, 12(4), 456-470.
- Carman, J. M. (1990). Consumer perceptions of service quality: An assessment of the SERVQUAL dimensions. *Journal of Retailing*, 66(1), 33–55.
- Cooper, D. R., & Schindler, P. S. (2014). *Business research methods (12th ed.)*. McGraw-Hill Education.
- Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13(3), 319–340.
- Dhanya, P., & Velmurugan, S. (2023). Ecological benefits of digital banking: A study in Indian context. *Journal of Green Banking Initiatives*, 21(2), 98-110.
- De Jager, J. W., Wulandari, N., & Pham, Q. T. (n.d.). Digital channel distribution in banking services: A customer perspective from three developing countries. *Tshwane University of Technology, Indonesia Banking School, and HCMC University of Technology*.
- Elizabeth, S. (2024). Perceived value and customer satisfaction in digital financial solutions. *Journal of Financial Services Marketing*, 19(1), 45-60.
- Evans, J. R., & Mathur, A. (2005). The value of online surveys. *Internet Research*, 15(2), 195-219.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1–4.
- Farrokhi, F., & Mahmoudi-Hamidabad, A. (2012). Rethinking convenience sampling: A critical perspective. *Journal of Educational Research*, 20(1), 45–60.
- Farooqi, R. (2017). *Impact of internet banking service quality on customer satisfaction*. *Journal of Internet Banking and Commerce*, 22(1). Retrieved

from <https://www.researchgate.net/publication/328042133>

- Firdous, S., & Farooqi, R. (2017). Impact of internet banking service quality on customer satisfaction. *Journal of Internet Banking and Commerce*, 22(1). Retrieved from <http://www.icommerceland.com>.
- Gayathri, S., & Rekhapriyadharshini, R. (n.d.). The mediating effect of customer satisfaction on the relationship between service quality and customer loyalty in digital banking. *Xavier Institute of Management & Entrepreneurship, Chennai, and Rajalakshmi School of Business, Chennai*.
- Garg, S., & Gugnani, J. (2021). Impact of electronic banking services on consumer satisfaction level in India. *IJCRT*, 9(10), 2320–2882. Retrieved from <https://ijcrt.org>.
- Gupta, A., & Arora, S. (2022). Trust and adoption of digital banking services in India. *Asian Journal of Banking and Finance*, 19(2), 88–105.
- Hidayat, S. (2023). Shifting from traditional to digital banking in Indonesia. *Journal of Banking & Finance*, 25(3), 200-217.
- Hossain, M., & Leo, S. (2009). Reliability in digital banking services: Ensuring seamless customer transactions. *Journal of Banking and Finance*, 25(3), 200-217.
- Jaiwani, S., Gupta, R., & Patel, A. (2022). Factors influencing customer satisfaction in digital banking: A study of Indian urban consumers. *Journal of Financial Studies*, 11(4), 300-315.
- Kavitha, S. (2017). Impact of sustainable practices in digital banking. *Journal of Sustainable Finance*, 22(3), 150-165.
- Kaushik, S. (n.d.). Analyzing the impact of digital banking on customer behavior and satisfaction. *Faculty of Management Studies, Jagannath University, Jaipur*.
- Karjaluoato, H., Shaikh, A. A., Saarijärvi, H., & Saraniemi, S. (2019). How perceived

value drives customer loyalty in digital banking. *International Journal of Electronic Commerce*, 23(4), 350–370.

Kaur, J., Kaur, S., Syan, A. S., & Sharma, R. R. (2020). Factors influencing the adoption of payment banks in India using an extended TAM. *Asia-Pacific Journal of Management Research and Innovation*, 16(4), 309–321.

Kaur, B., Sood, K., Grima, S., & Rupeika-Apoga, R. (n.d.). Digital banking in Northern India: The risks on customer satisfaction. *Chitkara Business School, Chitkara University, University of Malta, and University of Latvia*. <https://doi.org/10.1177/2319510X211013598>

Kaur, M., Gupta, R., & Sharma, A. (2021). Security concerns and customer satisfaction in digital banking: A Northern India perspective. *Journal of Financial Research*, 29(1), 45-60.

Kiran, S., & Mishra, A. (2022). Role of perceived ease of use in digital banking satisfaction: An empirical study in India. *Asian Journal of Financial Research*, 14(3), 98–115.

Kumar, A., & Sharma, V. (2021). Technology Acceptance Model and its application in digital banking. *Banking and Technology Review*, 18(2), 90-110.

Kumar, M., & Sharma, S. (2020). Identification of service quality gaps in case of alternate banking channels by using SERVQUAL. *Chitkara Business School, Chitkara University, Punjab*, 82, 14832–14839.

Kumbhar, V. M. (2011). Factors affecting customer satisfaction in digital banking: A study on reliability and service quality. *Journal of Banking and Commerce*, 16(1), 45–63.

Kumar, V., Sharma, P., & Patel, A. (2023). The impact of mobile banking on customer satisfaction. *International Journal of Financial Services*, 21(1), 102–117.

- Kwortnik, R. J., & Thompson, G. M. (2009). Unifying service marketing and operations with service experience management. *Journal of Service Research, 11(4)*, 389–406. <https://doi.org/10.1177/1094670509333595>
- Limantara, F., Budi, A., & Herawati, M. (2024). Reliability and responsiveness in digital banking: A customer satisfaction study. *Asia-Pacific Journal of Business and Management, 15(2)*, 123-140.
- Louis, T., & Marshall, P. (2023). Digital banking adoption and customer loyalty. *European Journal of Banking and Finance, 19(2)*, 87-99.
- Leyva Vallejo, J., Torres, G., & Martinez, R. (2016). Evaluating website design for online banking: A usability approach. *Journal of Interactive Marketing, 28(3)*, 150–167.
- Ma, Q., & Zhao, L. (2012). Impact of website quality on customer satisfaction in digital banking: A case study from China. *Journal of E-Banking, 10(1)*, 30-45.
- Mittal, R., & Gera, S. (2022). Empathy in digital banking: Personalization and customer loyalty. *Journal of Banking Studies, 20(4)*, 210-225.
- Mohapatra, P., Das, R., & Sahoo, S. (2024). Green initiatives in Indian digital banking: A customer satisfaction perspective. *Indian Journal of Banking Studies, 19(3)*, 89-102.
- Meena, P., Sharma, V., & Patel, A. (2024). Website design and usability in digital banking: Impact on customer experience. *Journal of Digital Banking, 19(1)*, 85–102.
- Nalini, R., & Yuvasri, S. (2024). A study on the impact of digital transformation in the banking sector on customer's experience. *School of Management, SASTRA Deemed University*.
- Nkem, O., & Akujinma, I. (2017). Web banking infrastructure and customer

- satisfaction. *African Journal of Banking Research*, 15(2), 67–80.
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory (3rd ed.)*. McGraw-Hill.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(4), 41–50. <https://doi.org/10.2307/1251430>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Reassessment of expectations as a comparison standard in measuring service quality: Implications for further research. *Journal of Marketing*, 58(1), 111–124. <https://doi.org/10.2307/1252255>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12-40.
- Pillai, R. (2018). Sustainable digital banking: A review of green banking practices. *International Journal of Banking and Sustainability*, 12(4), 98–115.
- Rajan, P., & Gupta, R. (2021). Digital banking and customer experience: The role of ease of use. *Journal of Financial Innovation*, 14(3), 112–129.
- Puri, S., & Garg, N. (2019). Ethical banking practices and customer trust: A focus on digital banking. *Journal of Business Ethics in Banking*, 11(1), 150-165.
- Puri, S., & Mittal, R. (2020). Digital banking adoption: A study on ease of use and perceived trust. *International Journal of Banking Innovation*, 12(4), 210–225.
- Rajput, N., & Ghafoor, S. (2020). Enhancing customer retention through digital banking tangibility. *Journal of Financial Innovation*, 23(4), 330-345.
- Raza, S., & Hanif, M. (2015). Website design and its impact on customer satisfaction in digital banking. *Journal of Business Studies*, 12(3), 98-110.

- Rajendran, R. P., & Suresh, J. (n.d.). Customer satisfaction index as a performance evaluation metric: A study on Indian e-banking industry. *School of Management, SRM University*. Retrieved from raguprasadh_rajendran@srmuniv.edu.in
- Reddy, A. K., & Megharaja, B. (n.d.). Impact of e-banking on customer satisfaction. *Palarch's Journal of Archaeology of Egypt/Egyptology*, 18(8),4220-4231. ISSN 1567-214X.
- Saravanan, R., & Potala, V. (2023). Digital transformation and sustainable banking in India. *Banking and Finance Review*, 18(3), 112-125.
- Siddiqui, N., & Patel, K. (2019). The role of fintech in transforming digital banking in post-demonetization India. *Journal of Fintech Studies*, 8(1), 45-60.
- Singhal, M. (2021). Convenience in digital banking: A shift in customer expectations. *Journal of Consumer Studies*, 19(2), 167-185.
- Stojanovic, Z., & Ivanovic, B. (2024). The role of web efficiency in enhancing digital banking services. *International Journal of Banking Research*, 12(1), 100-120.
- Sharma, G., & Malviya, S. (n.d.). Internet banking service quality and its impact on customer satisfaction in Indore district of Madhya Pradesh. *International Institute of Professional Studies, Devi Ahilya University, Indore, India*.
- Shetty, P., Reddy, S., & Nair, V. (2022). Impact of responsiveness on customer satisfaction in digital banking. *International Journal of Financial Services*, 18(2), 98–115
- Shetty, P., Reddy, S., & Nair, V. (2024). Enhancing customer satisfaction through AI-driven responsiveness in digital banking. *Journal of Digital Finance*, 22(3), 134–152.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students (8th ed.)*.
- Sathar, M., Reddy, K., & Singh, P. (2022). Cybersecurity in digital banking: Trust and

- security perceptions. *Journal of Banking Security*, 17(2), 76–90.
- Saif, M., Rahman, T., & Kapoor, N. (2024). The influence of perceived value on digital banking adoption. *Journal of Financial Technology*, 22(1), 135–150
- Sembodo, D., Lestari, W., & Nugroho, B. (2022). Digital marketing and customer engagement in mobile banking. *Journal of Digital Economy*, 20(3), 98–115.
- Singhal, P. (2023). Enhancing digital banking accessibility through AI-driven services. *International Journal of Banking Technology*, 19(2), 78–95.
- Taherabady, M., & Mehrani, N. (2010). E-banking efficiency and operational performance. *International Journal of E-Commerce & Management*, 15(2), 100-115.
- Tran, A. H., & Tran, D. A. (n.d.). Customer experience and satisfaction with digital banking services. *Van Hien University, Vietnam*.
- Tomovska-Misoska, A., Jovanovska, B., & Cvetkovska, M. (2014). Sustainable workplace design and employee satisfaction in the banking sector. *European Journal of Organizational Behavior*, 20(3), 112–129.
- Vetrivel, S. C., Rajini, J., & Krishnamoorthy, V. (2020). *Influence of internet banking service quality on customer satisfaction – An Indian experience*. *Journal of Critical Reviews*, 7(2). <https://doi.org/10.31838/jcr.07.02.102>
- Venkatesh, V., & Davis, F. D. (2000). A theoretical extension of the technology acceptance model: Four longitudinal field studies. *Management Science*, 46(2), 186–204. <https://doi.org/10.1287/mnsc.46.2.186.119>
- Wangsanegara, A., Santoso, D., & Prasetya, R. (2024). Perceived usefulness and digital banking adoption in Indonesia. *Journal of Digital Finance*, 18(2), 112–129
- Westin, L., Hallencreutz, J., & Parmler, J. (n.d.). Integrating perceived sustainability into customer satisfaction models: Insights from the Swedish banking and

energy sectors. *Mälardalen University and Svenskt Kvalitetsindex AB*.

Walker, R. (2011). The relationship between website design and customer trust in online banking. *Journal of Business Research*, 64(5), 562–567.



Appendix

Dear Respondent,

I am conducting a research project as part of my MBA program at Siam University, titled “The Study of Digital Banking is Driving Sustainable Customer Experience and Satisfaction: Insights into the Evolution of India’s Banking Sector.” This study aims to explore how digital banking impacts customer satisfaction and sustainability in the banking sector. Your participation is invaluable and will provide key insights into these areas. The questionnaire will take approximately 10–15 minutes to complete, and your responses will remain anonymous and confidential. The data collected will be used solely for academic purposes. Thank you for your time and support in contributing to this research.

Questionnaire

Section 1

Personal Information

This section focuses on demographic details of the respondents, including their gender, age group, and education level.

Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
Age Group: <input type="checkbox"/> 18-25 <input type="checkbox"/> 26-35 <input type="checkbox"/> 35-45 <input type="checkbox"/> 46-55 <input type="checkbox"/> 56 above
Education Level: <input type="checkbox"/> High School <input type="checkbox"/> Under Graduate Degree <input type="checkbox"/> Post Graduate Degree <input type="checkbox"/> Others

Section 2

Socio-Economic Information

This section highlights respondents’ income, location, and preferred bank types, key factors in understanding digital banking adoption.

Income Level: <input type="checkbox"/> Less than ₹20,000 <input type="checkbox"/> ₹20,000-₹50,000 <input type="checkbox"/> ₹50,000-₹1,00,000 <input type="checkbox"/> More than ₹1,00,000
Location: <input type="checkbox"/> Urban <input type="checkbox"/> Rural
Bank Usage: <input type="checkbox"/> SBI <input type="checkbox"/> PNB <input type="checkbox"/> Bank of Baroda <input type="checkbox"/> Other Public Sector Banks <input type="checkbox"/> HDFC <input type="checkbox"/> ICICI <input type="checkbox"/> Axis Bank <input type="checkbox"/> Kotak Mahindra Bank <input type="checkbox"/> Other Private Sector Bank <input type="checkbox"/> Regional Rural Bank <input type="checkbox"/> Foreign Bank

Section 3

Please answer the following questions based on your experiences and opinions about digital banking by selecting the most suitable option and marking the corresponding

number “√.” The scale consists of four points: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree and 5= Neutral. Your responses will provide valuable insights into your experience with digital banking services.

Measurement Items	Strongly Disagree	Disagree	Strongly Agree	Agree	Neutral
<p>Customer Satisfaction</p> <p>(1)I am satisfied with the efficient system availability of online services.</p> <p>(2)I am satisfied with the privacy and security features provided.</p> <p>(3)I am satisfied with the website style and ease of using it.</p>					
<p>Service Quality</p> <p>(4)My bank is equipped with the latest technology digital apps.</p> <p>(5)Banks staff is available to help me with online services.</p> <p>(6)Digital banking app services are easy to use.</p> <p>(7)My bank provides uninterrupted online services.</p>					
<p>Perceived Usefulness</p> <p>(8)I find payment banks useful in my daily life transactions.</p> <p>(9)I find payment banks increase my chances of achieving tasks.</p> <p>(10)I believe payment banks help me accomplish tasks more quickly.</p> <p>(11)I find payment banks increase my productivity.</p>					

Measurement Items	Strongly Disagree	Disagree	Strongly Agree	Agree	Neutral
<p>Ease of Use</p> <p>(12)Payment banks services are easy to learn.</p> <p>(13)My interaction with payment banks is clear and understandable.</p> <p>(14)I find payment banks easy to operate.</p> <p>(15)It is easy for me to become skillful while using payment banks without any help.</p>					
<p>Trust</p> <p>(16)Believe digital bank services.</p> <p>(17)I trust the digitalised services by providing my personal information to bank.</p> <p>(18)I feel safe in taking digital services of the bank.</p> <p>(19)My bank having high integrity in digital services.</p>					
<p>Perceived Value</p> <p>(20)The bank offers good value for money.</p> <p>(21)The bank's products and services are worth the price they charge compared to other banks.</p> <p>(22)I can easily access e-banking at any location.</p>					

Measurement Items	Strongly Disagree	Disagree	Strongly Agree	Agree	Neutral
<p>Efficiency of Web</p> <p>(23) Easy to access digital bank services anytime.</p> <p>(24) Digital banking can completely make my transaction quickly.</p> <p>(25) Digital banking helps me quickly finish the task.</p> <p>(26) Using digital banking services has increased my productivity.</p>					
<p>Website Design</p> <p>(27) I agree with online website services provided by my bank.</p> <p>(28) I think website is creative and attracts the attention for me.</p> <p>(29) I am positive that banks don't share my personal details for other purpose.</p>					
<p>Perceived Sustainable Experience</p> <p>(30) Organisation invests in sustainable growth with future generations in mind.</p> <p>(31) Organisation strives for economic success without compromising social or environmental factors.</p> <p>(32) Organisation demonstrates societal responsibility socially, environmentally, and financially.</p>					