

# The Role of Information Technology in Loan Management: Impact on the Competitiveness of Indian Banks – Perspectives of Bank Managers and Officers

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The rapid evolution of financial technology has revolutionized traditional banking operation, particularly in loan sanctioning and recovery. This paper examines the transformative impact of FINTECH innovation, including AI Based Credit scoring, peer to peer lending, block chain technology, and Machine learning and digital document verification. Additionally, data for this study were gathered through interviews with bank Managers and Officers. Finding of the study highlight that digital lending platform have significant accelerated loan approval process, and enhanced the accuracy of credit risk assessments. Furthermore, for loan recovery automated reminders, communication channels and predictive analytics have improved collection rates and minimized defaults. However, challenges remain including cybersecurity threats, regulatory uncertainties and borrower data privacy concern.

**Keywords:** Fintech, Block chain Technology, Machine Learning, Competitiveness

## INTRODUCTION

The digital transformation of the Indian banking sector has significantly reshaped how banks manage loans and interact with customers. This shift is driven by advancements in technology, which have enabled banks to streamline their processes, enhance customer experiences, and improve overall competitiveness. Moreover, the integration of information technology has become crucial in adapting to the rapidly changing financial landscape, as banks seek to leverage technology for operational efficiency and customer satisfaction. To more add, digital transformation is profoundly reshaping loan management practices among Indian banks, enhancing their competitiveness. The studies reveal how these transformations drive efficiency, alter competitive dynamics, and pose new regulatory challenges.

- Facilitates the servicing of remote areas and reduces operating costs, essential for Indian banks to differentiate and remain competitive (Kitsios et al., 2021).
- Indian commercial banks show strategic homogeneity in their performance benchmarking, which is crucial for resource utilization and business generation in a rapidly evolving market (Mukherjee et al., 2002).
- The rise of Fintech presents both opportunities and risks, pushing banks to develop their own platforms to remain relevant rather than being completely replaced (Murinde et al., 2022).
- Regulatory frameworks will play a critical role in guiding the transition to a more competitive landscape with new entrants Tech. (Vives, 2019).

## LITERATURE REVIEW

The paper "Bank Digital Transformation, Bank Competitiveness, and Systemic Risk" by Jia and Liu (2024) examines how digital transformation in banking impacts systemic risk. The study finds that digitalization enhances bank competitiveness, which in turn reduces systemic risk. It highlights that the decline in marginal

costs due to digital transformation plays a crucial role in mitigating risks. Additionally, association with technology firms appears to lower systemic risk more effectively than independent subsidiaries. Overall, the study emphasizes the need for banks to strategically manage digital transformation to maintain stability and competitiveness.

(Liu K. J., 2024)

Dr. B. Senthil Arasu, S. Mathew Divakar, Adj Rajesh (2024) "Digital Transformation and Its Impact on Indian Private and Public Sector Banks with Fixed-Effect Panel Data Analysis" examines the role of technology in reshaping the banking industry in India. It analyzes the impact of digital transformation on bank profitability and performance using fixed-effect panel data regression. Furthermore, the findings highlight that public sector banks have been more adaptive to technology-driven changes, while private banks still face challenges in digital adoption. The research underscores the importance of strategic frameworks combining bank-specific factors and technological advancements to enhance competitiveness

(Dr. B. Senthil Arasu, 2024)

"Role of Digital Transformation on Digital Business Model Banks" by Dr. Vidya Bhat and Shrihari Karanth examines the influence of digitalization on banking profitability, particularly focusing on digital banks in Indonesia. It reveals that while the initial phase of digital transformation leads to a decline in profitability due to substantial investment costs, long-term efficiency improvements ultimately enhance financial performance. Using the Panel Autoregressive Distributed Lag (ARDL) model, the given analyzes data from 2016 to 2023, establishing a U-shaped relationship between digital transformation and profitability. The findings emphasize the importance of effectively managing IT investments, workforce allocation, and marketing expenditures to optimize the benefits of digitalization. Overall, the study highlights the necessity of a well-planned digital transformation strategy to ensure sustainable growth in the banking sector.

(Karanth, 2024)

The research paper titled "Adapting to Digital Disruption: A digital transformation strategy for Indian Banks" (2023) by Dr. Vigneswara Swamy provides a comprehensive analysis of the impact of digital disruption on the banking sector in India. The study employs a systematic review of existing literature and case studies to draw insights into the digital transformation landscape in banking. The paper outlines several significant challenges faced by Indian banks, including such as, Legacy Systems, Cybersecurity Risks and Talent Acquisition. Despite the challenges, the paper notes that digital transformation can lead to enhanced customer experiences, operational efficiencies, and competitive advantages. It emphasizes the importance of embracing technology and innovation to remain competitive in a rapidly evolving landscape. The recommendations provided can serve as a roadmap for banks aiming to navigate the complexities of digital transformation successfully.

(Swamy, 2023)

Dr. S. Jayakan and Jayashree R. (2023), in their study "Adaptive Strategies for Digital Transformation: A Comparative Study of Banking Innovations and Roadmap for Banks in India," explore the impact of technological advancements on banking innovation. The research highlights the adoption of cutting-edge technologies such as artificial intelligence and blockchain while comparing the rapid advancements in developed nations with the challenges faced by emerging markets like India. It identifies key socio-economic and regulatory obstacles that hinder digital transformation in Indian banking. The study also emphasizes the significance of customer-centric approaches in improving service personalization and customer satisfaction. Furthermore, it underscores the necessity of developing strategic roadmaps tailored to the specific needs of the Indian banking sector. Overall, the study provides valuable insights into the evolving landscape of digital transformation in banking and the factors influencing its implementation.

(R., 2023)

The IMF Working Paper (2021) explores the impact of digital transformation on banking competitiveness. It highlights that while banks have historically driven financial technology advancements, their role has diminished since the Global Financial Crisis (GFC). The study emphasizes that digital transformation can enhance bank competitiveness by boosting profitability, with larger banks benefiting more due to economies of scale. Moreover, the paper suggests that digitalization may lead to a more concentrated banking system, where larger banks expand their market share while smaller institutions face challenges in keeping up. Although digital transformation promotes financial inclusion, it may also create barriers for less technologically adept customers and result in job displacement due to automation. The study also identifies a digital divide in banking, with high-income economies adopting digital banking at a faster rate than middle- and low-income countries. Key factors contributing to this divide include digital infrastructure, education levels, business environment, and financial sector development. Empirical findings indicate that banks with stronger capital positions and higher profitability are more likely to embrace digital transformation. Additionally, competition from non-bank fintech firms and regulatory frameworks play a crucial role in shaping the digital evolution of the banking sector.

(Liu, 2021)

Zavolokina, Liudmila, Dolata, Mateusz, and Schwabe, Gerhard (2016) in their study "FinTech Transformation: How IT-Enabled Innovations Shape the Financial Sector" examine the impact of financial technology on banking and financial services. The research explores how innovations like blockchain, artificial intelligence, and machine learning improve efficiency, security, and customer experience. By analyzing five Swiss FinTech companies, the study highlights their role in peer-to-peer lending, digital payments, insurance, and personal finance management. The findings reveal that FinTech challenges traditional banking models, lowers operational costs, and promotes financial inclusion. However, concerns such as cybersecurity risks, regulatory requirements, and implementation costs persist. The study validates a conceptual framework that assesses FinTech transformation through technology, organizational structure, and investment. It also examines the competitive landscape, emphasizing the need for both FinTech startups and traditional banks to adapt to digital advancements. The research suggests that collaboration between banks and FinTech firms can drive financial innovation. Moreover, it stresses the significance of regulatory frameworks in ensuring secure and sustainable FinTech growth. Ultimately, the paper provides critical insights into FinTech's influence on financial markets and future research opportunities.

(Zavolokina, Dolata, & Schwabe, 2016)

## OBJECTIVE:

### Primary:

To examine how digital loan processing and recovery systems enhance Competitive efficiency in Indian banks.

### Secondary:

- To identify the competitive advantages gained through digital transformation in loan management.
- To evaluate the role of automation and AI in risk assessment and credit decision-making.
- To investigate the challenges faced by banks in adopting digital loan management solutions.

## RESEARCH METHODOLOGY

|                 |  |
|-----------------|--|
| Research Design | Descriptive  |
| Types of data   | Primary data   |
| Sample Size     | Anand District Public and Private Sector bank branches |

|            |   |
|------------|---|
| Sample     | Managers and Officers   |
| Hypothesis | <p><b>H<sub>0</sub>:</b> The independent variables do not significantly impact overall bank performance.</p> <p><b>H<sub>1</sub>:</b> The independent variables have significantly impact overall bank performance.</p> |

**Data Collection Instruments:**

The questionnaire is divided into four sections. The first section gathers demographic information, including job designation, type of bank, and years of experience in the banking sector. The second section focuses on Financial Technology adoption, exploring the use of Technology tools for loan distribution and recovery, as well as strategies and opinions on implementation. Also, the third section assesses competitiveness and performance, while the fourth section examines challenges and potential areas for improvement.

**Data Analysis and Interpretation**

| <i>Table:1 Respondent Designation</i> |           |         | <i>Table:2 Bank Types</i> |           |         |
|---------------------------------------|-----------|---------|---------------------------|-----------|---------|
| Designation                           | Frequency | Percent | Bank                      | Frequency | Percent |
| Manager                               | 39        | 48.8    | Public                    | 47        | 58.8    |
| Officer                               | 41        | 51.3    | Private                   | 33        | 41.3    |
| Total                                 | 80        | 100.0   | Total                     | 80        | 100.0   |

*Source: Primary Data*

Table 1 and 2 Indicate that the distribution between managers and officers. Public sector banks constitute a larger proportion of the sample.

**Table: 3 Years of experience in banking, Designation and Bank type**

|                                |            | Bank type | Designation |         | Total |
|--------------------------------|------------|-----------|-------------|---------|-------|
|                                |            |           | Manager     | Officer |       |
| Years of experience in banking | < 5.0      | Public    | 0           | 2       | 2     |
|                                |            | Total     | 0           | 2       | 2     |
|                                | 5.0 - 9.4  | Private   | 5           | 15      | 20    |
|                                |            | Public    | 4           | 15      | 19    |
|                                |            | Total     | 9           | 30      | 39    |
|                                | 9.5 - 13.9 | Private   | 6           | 1       | 7     |
|                                |            | Public    | 5           | 4       | 9     |
|                                |            | Total     | 11          | 5       | 16    |

|       |             |         |    |    |    |
|-------|-------------|---------|----|----|----|
|       | 14.0 - 18.4 | Private | 6  | 0  | 6  |
|       |             | Public  | 9  | 4  | 13 |
|       |             | Total   | 15 | 4  | 19 |
|       | 18.5+       | Public  | 4  | 0  | 4  |
|       |             | Total   | 4  | 0  | 4  |
| Total |             | Private | 17 | 16 | 33 |
|       |             | Public  | 22 | 25 | 47 |
|       |             | Total   | 39 | 41 | 80 |

Source: Primary Data

Table 3 provides the information about Experience is categorized into five ranges. Additionally, Managers and Officers are distributed across both public and private banks with varying levels of experience. The majority of respondents have 5.0 - 9.4 years of experience (39 out of 80, 48.8%). Very few have less than 5 years of experience (2 out of 80, 2.5%), representing that most participants have significant banking experience.

### Financial Technology Tools Used in Banks

Respondents identified key tools that banks are leveraging to enhance efficiency, decision-making, and customer experience. The most commonly used tools include AI-based credit scoring, digital document verification, and machine learning.

|                               |   |
|-------------------------------|---|
| AI-Based Credit Scoring       | Uses artificial intelligence to analyze creditworthiness more accurately and efficiently than traditional methods. This enhances loan approval processes, reduces bias, and increases financial inclusion by evaluating alternative data sources. |
| Digital Document Verification | Authentication of customer documents e.g., “KYC, OCR (Optical Character Recognition) and block chain technology”. And this improves fraud prevention, reduces paperwork, and speeds up onboarding.  |
| Machine Learning              | To detect fraud, predict customer behavior, automate risk management, and personalize financial services. This enhances decision-making and operational efficiency.   |

### Test of Reliability:

Cronbach Alpha reliability test is considered for all measures. It is used as a measure of the internal consistency of psychometric test score for a sample of examinee. The overall Cronbach alpha of the scales used in the study is (0.875) and this indicates the reliability of scales is reasonably high.

**Table:4: Reliability Statistics of all selected items**

|                  |  |            |
|------------------|--|------------|
| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
| .828             | .875   | 16         |

Source: Primary Data

**Table: 5: Statistics of Causes of Adoption Technology**

|   | Mean | Std. Deviation | N  |
|---|------|----------------|----|
| Prospects in the banking industry                               | 4.06 | .291           | 80 |
| Essential for Operation in Banking                              | 3.89 | .616           | 80 |
| Develop inventive products and services for banks and customers | 3.41 | .910           | 80 |
| Supportive Compliance in India                                  | 4.38 | .582           | 80 |
| Easily implementable in your bank                               | 3.59 | .924           | 80 |
| Strategic administration of technology                          | 4.38 | .582           | 80 |
| Widely accepted within the bank                                 | 3.70 | .753           | 80 |
| Introduces new opportunities                                    | 4.01 | .297           | 80 |

Source: Primary Data

Tables 5 represent the item Statistics of Causes of Adoption Technology according to managers and officers. High scores of Mean Value suggest that banking professionals recognize regulatory support, strategic IT management, and new opportunities in banking as the most impactful aspects of IT adoption. However, the higher standard deviations suggest mixed perspectives on smooth adoption and institutional support.

**Table: 6: Summary Statistics of Acceptance Technology**

|            | Mean  | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|------------|-------|---------|---------|-------|-------------------|----------|------------|
| Item Means | 3.927 | 3.413   | 4.375   | .963  | 1.282             | .123     | 8          |

Source: Primary Data

Table 6 presents a statistical summary of item responses related to IT adoption in banking. The average rating across all IT adoption-related items is 3.93, suggesting a generally positive perception of IT adoption in banking. The difference between the highest and lowest item means is 0.96, signifying some variation in responses, though all ratings remain in a moderately high range. Variability is low, meaning respondents share similar views on adoption.

**Table: 7: Improve Competitiveness through Machinery**

|   | Mean | Std. Deviation | N  |
|---|------|----------------|----|
| Decline Cost of financial transactions and services | 4.04 | .249           | 80 |
| Enhances service worth                              | 4.05 | .352           | 80 |
| Efficiency enhancements                             | 3.98 | .389           | 80 |

|                                  |      |      |    |
|----------------------------------|------|------|----|
| Falls service processing time    | 4.09 | .556 | 80 |
| Improves functioning flexibility | 4.10 | .587 | 80 |

Source: Primary Data

Table 7 assesses how Information Technology improves banking competitiveness based on five key factors. It is highly effective in improving banking competitiveness. Enhancing operational flexibility (Mean = 4.10) is the highest-rated aspect, indicating that technology makes banks more adaptable. Boosting productivity (Mean = 3.98) is the lowest-rated factor, suggesting banks may still face challenges in leveraging IT for efficiency. Cost reduction (Mean = 4.04) has the least variability, it means that respondents largely agree that Digital Tools minimizes expenses.

**Table:8: Improve Competitiveness**

|       | Mean  | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|-------|-------|---------|---------|-------|-------------------|----------|------------|
| Means | 4.050 | 3.975   | 4.100   | .125  | 1.031             | .002     | 5          |

Source: Primary Data

Table 8 provides a summary of statistical measures related to how innovation enhances competitiveness in banking. The average score across all five competitiveness-related items is 4.05, demonstrating that respondents strongly agree that Technology improves competitiveness. A very low variance of 0.002 express strong agreement among respondents.

**Table: 9: Performance of the bank**

|                          | Mean   | Std. Deviation | N  |
|--------------------------|--------|----------------|----|
| Rise profitability       | 3.7500 | .56254         | 80 |
| Develop progress         | 4.0375 | .40390         | 80 |
| overall bank performance | 4.0625 | .24359         | 80 |

Source: Primary Data

This 9 table assesses the impact of Information Technology (IT) adoption on key aspects of bank performance, specifically profitability, growth, and overall performance. It is seen as most beneficial for overall bank performance (Mean = 4.06). Growth (Mean = 4.04) is also well-supported, with relatively low disagreement. Profitability (Mean = 3.75) is rated lower, with more variation in responses, indicating that IT adoption does not always lead to immediate profit gains.

**Table:10: Performance of the bank**

|       | Mean  | Minimum | Maximum | Range | Maximum / Minimum | Variance | N of Items |
|-------|-------|---------|---------|-------|-------------------|----------|------------|
| Means | 3.950 | 3.750   | 4.063   | .313  | 1.083             | .030     | 3          |

Source: Primary Data

This table 10 provides an overview of the statistical summary for how Information Technology (IT) adoption impacts bank performance, based on three key performance factors profitability, growth, and overall performance. The low variance (0.030) and small range (0.313) indicate strong agreement among respondents, meaning most banks have similar experiences with IT adoption in performance improvement.

| <b>Table:11: Operational Costs</b> |           |         | <b>Table:12: Boosted bank's competitiveness</b> |               |         |
|------------------------------------|-----------|---------|---|---------------|---------|
| operational costs                  | Frequency | Percent |   | Frequenc<br>y | Percent |
| Unchanged                          | 32        | 40.0    | YES   | 80            | 100.0   |
| reduced                            | 43        | 53.8    | <i>Source: Primary Data</i>                     |               |         |
| Increased                          | 5         | 6.3     |   |               |         |
| Total                              | 80        | 100.0   |   |               |         |

Table 11 examines the operational costs in banks. Technology adoption led to cost reduction for most banks representative (53.8%), showing that technology has helped improve efficiency and reduce expenses. A significant portion (40%) no change in costs, interpret that impact depends on how well it is integrated into banking operations. A small minority (6.3%) experienced increased costs, likely due to higher investment in infrastructure or maintenance costs. Table 12 show that all respondents agree that Digital Technology adoption has improved their bank's competitiveness.

**Multiple Regression Analysis**

**Table: 13: Model**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .783 <sup>a</sup> | .613     | .597              | .155                       |

a. Predictors: (Constant), improve the growth , opportunity for banking, creates new channels

Source: Primary Data

Table 13 presents a summary of a regression model's performance correlation coefficient (0.783), indicating a strong positive relationship between the predictors and the dependent variable. Moreover, R Square (.613) represent that 61.3% of the variance in the dependent variable is explained by the independent variables.

**Table:14: ANOVA**

| Model      | Sum of Squares | df | Mean Square | F      | Sig.              |
|------------|----------------|----|-------------|--------|-------------------|
| Regression | 2.872          | 3  | .957        | 40.061 | .000 <sup>b</sup> |
| Residual   | 1.816          | 76 | .024        |        |                   |
| Total      | 4.688          | 79 |             |        |                   |

Source: Primary Data

Table 14 Assess that the model is statistically significant ( $p = 0.000$ ), it prove that predictors such as, improve the growth, opportunity for banking, creates new channels collectively contribute to explaining bank performance. And the high F-value (40.061) further confirms that the regression model is a good fit.

**Table:15: Coefficient**

| Mode                    | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------------------------|-----------------------------|------------|---------------------------|-------|------|
|                         | B                           | Std. Error | Beta                      |       |      |
| (Constant)              | 1.063                       | .291       |                           | 3.657 | .000 |
| creates new channels    | .322                        | .075       | .393                      | 4.320 | .000 |
| opportunity for banking | .200                        | .066       | .239                      | 3.025 | .003 |
| improve the growth      | .221                        | .051       | .367                      | 4.375 | .000 |

Source: Primary Data

The Table 15 analyze that all three predictors significantly contribute to improving overall bank performance. Creates new channels has the strongest effect (Beta = 0.393), followed by improve the growth (Beta = 0.367), and opportunity for banking (Beta = 0.239). Since all p-values are below 0.05, we can confidently say these factors positively impact bank performance.

### **Major Challenges Faced by Banks in IT Adoption**

Banks face multiple challenges when adopting Information Technology (IT), as identified by respondents such as, Regulatory compliance, Data security, Cybersecurity threats, Rapid pace of innovation, A lack of financial literacy and awareness, Cost of Implementation, Balancing innovation with environmental, social, and governance (ESG) objectives.

### **Suggestions by Respondents for Improving Information Technology Adoption**

Respondents provided various recommendations to enhance IT adoption in banking, focusing on security, compliance, innovation, sustainability, and customer engagement such as, Adopt advanced encryption and secure data-sharing protocols, Implement AI-driven fraud detection and monitoring systems, Employ RegTech solutions to automate reporting and compliance tracking, Leverage AI to provide personalized recommendations, Promote green finance initiatives using FinTech, Enhance transparency by educating users about the technology.

### **CONCLUSION:**

This study underscores the crucial role of Financial Technology (FinTech) in enhancing banking operations, competitiveness, and overall performance. Findings indicate that AI-based credit scoring, digital document verification and machine learning are widely adopted to improve efficiency and decision-making. Banks recognize the strategic importance of IT adoption, with strong regulatory support and operational benefits. The integration of IT has led to a reduction in transaction costs, improved service quality, and greater operational flexibility. However, challenges such as regulatory compliance, cybersecurity threats, and high implementation costs remain. Multiple regression analysis confirms that FinTech adoption positively impacts bank performance by creating new channels and driving growth. To maximize the benefits of IT integration, banks should prioritize

security measures, compliance automation, customer engagement, and sustainable innovation. Strengthening FinTech strategies will be essential for ensuring long-term competitiveness and operational resilience in the rapidly evolving financial sector.

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