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Impact of Digital Transformation on Job Execution of Private Sector Banks in Ernakulam District, Kerala

Fathimashirin Shaji[1], Dr.T. Asothai[2]
[1]Ph.D. Research Scholar in Commerce, Annamalai University, Tamilnadu
[2]Assistant Professor in Commerce, Annamalai University, Tamilnadu (Deputed in Government Arts College, Coimbatore)

Abstract
Digital transformation is unavoidable in banking industry. Private sector banks adopt it for surviving and compete in the market. The researcher studied digital transformation and its impact on job execution of employees of the private sector banks in Ernakulam district of Kerala. The sample size was 420 employees selected using simple random sampling method and collected primary data through a well-structured questionnaire. The statistical tools of percentage analysis, mean, standard deviation, coefficient of variation, Factor Analysis, Mann-Whitney U Test and Kruskal Wallis Test for analyzing the data were applied for analysis. The study found that digital transformation in the selected private sector banks had high level of impact on job execution of employees in the dimension of "Work Environment". It had moderate level of impact in the dimensions of "Customer Services", "Eagerness to Learn New Things" and "Career Development". It was also found that digital transformation in the selected private banks had lowest level of impact on job execution of employees in the dimension "Increase of Responsibilities". It had lowest level of impact on job execution of employees in the dimension "Increase of Responsibilities". It also evidenced significant differences between majority of the dimensions of digital transformation with the variables of gender, age, education, designation, working hours, experience, job autonomy and number of promotions obtained.
Key words: *Digital transformation, job execution, promotion, designation, experience, job autonomy, career development, work environment.*

INTRODUCTION

In recent years, digital transformation has become a fundamental force reshaping various sectors, and private sector banks are no exception. The integration of advanced technologies such as artificial intelligence, big data analytics, and blockchain has revolutionized the way banking operations are conducted. This transformation has not only streamlined processes but has also significantly impacted the execution of jobs performed by employees within these institutions. As private sector banks adopt digital tools and platforms, employees find themselves adapting to new workflows that prioritize efficiency and customer experience. The automation of routine tasks allows staff to focus on more strategic responsibilities, leading to increased job satisfaction and innovation. However, this shift also presents challenges, as employees must continuously update their skills to keep pace with evolving technologies. In this context, understanding the implications of digital transformation on job execution is crucial. This exploration will delve into the benefits and challenges faced by employees in private sector banks as they navigate this rapidly changing landscape. Key areas of focus will include the adaptation of roles, training requirements, and the overall impact on employee performance and customer service quality. Ultimately, embracing digital transformation offers an opportunity for employees to enhance their capabilities and contribute to the future of banking in a more meaningful way. In this context, the researcher studied the impact of digital transformation on job execution of employees working in private sector banks in Ernakulam district of the state of Kerala.

REVIEW OF LITERATURE

Goswami B.K., & Upadhyay Y. (2019) analyzed the digital transformation and its impact on employee's engagement. The study found that digital technologies were more in use of front office management as compared to supply chain as well as managing business operations. The finding also confirmed that different aspects of digital transformation were the good predictor of employee's engagement. **Winasis S., et al (2020)** studied digital transformation in the Indonesian Banking Industry on employees' engagement. The study concluded that workers who had a high level of engagement will work passionately and had an emotional attachment to the company. They were expected to give maximum creativity and ability so that they could ensure the company's performance and sustainability, stated Markos (Markos et al 2010). **Guzmán-Ortiz C.V., et al (2020)** analyzed and determine the impact of digital transformation

on the individual job performance of insurance companies in Peru. The study evidenced that customer service experience (CSE), based on digital transformation, had a positive impact on task performance and contextual performance; in contrast, the customer service experience (CSE), based on digital transformation, was found to have no impact on counterproductive behavior. **Lozic J., and Cikovic K.F. (2021)** analysed the business performance of the New York Times in the process of its digital transformation. The study was serve as the basis for decision-making in the process of digital transformation of the analysed corporation, and the model can also be used by other players in the media industry (or any other industry) in the process of their digital transformation.

Thileepan J., & Raveendran T. (2022) examined the digital transformation and its impact on employee engagement. The results of the study revealed that the dimensions of digital transformation namely customer service, operational efficiency and business modelling positively impact employee engagement. **Kadur P., & Supriya R. (2022)** examined digital transformation practices and evaluating the impact of digital transformation on banking sector workforce. The results of the study showed that the effect of digital transformation on their workforce existed. The study proved that there was a significant relationship between the variables mentioned below and there was workforce and stress attached with digital transformation in Indian banking sector. **Shehadeh M., et al (2023)** studied the digital transformation and its impact on operational efficiency in Islamic Banks. The study found presence of a statistically significant effect of digital transformation in Islamic banks operating in Jordan in relation to operational efficiency and competitive advantage. **Surekha B., & Kavyashree K. (2023)** explored the impact of digital transformation on the stress levels of bank employees. The study concluded that while digital transformation has brought numerous benefits for both customers and banks, it also brought about significant changes in the job roles and responsibilities of bank employees.

Ajayi-Nifise A.O., et al (2024) studied digital transformation in banking, the HR perspective on managing change. The study concluded that successful digital transformation in banking necessitates a holistic approach that integrates HR strategies seamlessly with organizational goals. By prioritizing talent development, strategic hiring, leadership readiness, and employee well-being, banks could build a workforce that not only embraces change but also propels the organization to thrive in the digital future. **Senthil Arasu B., Diwakar S.M., & Rajesh A. (2024)** explored the effects of digital transformation within the banking sector in India. The study concluded that investigation of the study provided compelling evidence that the future of banking in India was inextricably linked with digital transformation. The adaptability of public sector banks to digital changes, coupled with the potential for private sector banks to bridge the current gap, presents a dynamic landscape for the banking industry. **Reddy H. (2024)** studied the impact of digital transformation on employee engagement. The study showed a notable influence on the stability of the group, the effectiveness of communication, and the alleviation of stress. The study also underscored the inherent duality of digital tools, which had the potential to augment both job happiness and creativity, while also requiring a reconfiguration of conventional employment responsibilities.

Objectives

- To study the impact of digital transformation on job execution of employees of private sector banks in the study area.
- To assess existence of significant differences in the impact of digital transformation on job execution of employees with socio-economic and professional variables.

METHODOLOGY

Digital transformation is unavoidable in banking industry. Private sector banks adopt it for surviving and compete in the market. The researcher studied digital transformation and its impact on job execution of employees of the private sector banks. For this purpose the researcher selected Ernakulam district of the state of Kerala as study area. The researcher selected a total of 420 employees working in private sector banks in the study area as sample of the study. They were selected using simple random sampling method. The researcher framed and used a well-structured questionnaire for collecting primary data from the sample respondents. The researcher applied the statistical tools of percentage analysis, mean, standard deviation, coefficient of variation, Factor Analysis, Mann-Whitney U Test and Kruskal Wallis Test for analyzing the data.

RESULTS AND DISCUSSION

The researchers have examined the effects of digital transformation on job execution among employees of selected private sector banks in the Ernakulam district of Kerala, for this purpose the researcher identified a total of 31 variables. To reduce these number of variables the researcher employed Factor Analysis. The computed communalities reflecting the impact of digital transformation on job performance of the respondents, both prior to and following factor extraction, are presented in the table below.

Table 1: Communalities – Impact of Digital Transformation on Job Execution

SN	Impact of Digital Transformation on Job Execution	Initial	Extraction
1	Doing work in digitalized environment happily	1.000	0.546
2	Eager to learn new things of innovative digital elements	1.000	0.591
3	Training to do job efficiently in digitalized banking services	1.000	0.603
4	Enthusiastic about job in digitalized environment	1.000	0.698
5	Learning new technologies whenever introduced	1.000	0.608
6	Peacefully working, since floating of customers is low	1.000	0.545
7	Digitalized banking induces to learn more	1.000	0.613
8	Skills of employees are recognized under DT	1.000	0.532
9	DT lets the employees' work more critical	1.000	0.511
10	DT lets the employees keep on learning new things	1.000	0.661
11	Employees feel unrest of learning things continuously	1.000	0.610
12	Easy to solve the problems of customers under DT	1.000	0.609
13	DT makes employees happy in serving customers	1.000	0.533
14	DT makes employees to work eventhough on leave	1.000	0.846
15	Bank boosts employees' engagement through digital channels	1.000	0.599
16	DT let to provide better services to customers than earlier	1.000	0.535
17	DT lets employees for professional development	1.000	0.612
18	DT helps to provide quality banking services	1.000	0.598
19	DT reduces overall working time	1.000	0.629
20	DT reduces time spent per customer transaction	1.000	0.503
21	DT eases to solve problems of digital transactions of customers	1.000	0.588
22	Banking is more challenging after DT	1.000	0.592
23	Responsibility increased in DT environment	1.000	0.629
24	Role in the job has become wide after DT	1.000	0.605
25	More concentration is needed in execution of job under DT	1.000	0.710
26	Working duration has been extended after DT	1.000	0.553
27	Feel freedom in doing job after DT	1.000	0.853
28	Enhancing Career development	1.000	0.667
29	Helps to get Promotion in time	1.000	0.688
30	DT helps to get higher position quickly	1.000	0.629
31	Working Condition	1.000	0.558

The table 1 indicates that the individual variances of the variables were substantial, falling within a range of statistical significance. The findings demonstrate that the computed values of extracted communalities for all factors exceed 0.5. These extracted communalities are suitable for factor analysis. A higher value of extracted communalities for the variables indicates a more favourable outcome. Therefore, all factors chosen for the study can be utilized in the factor analysis. The factor analysis employs the method of Principal Component Analysis (PCA) to identify and estimate the eigenvalues of the principal components. In accordance with Kaiser's criterion, factors with an eigenvalue greater than 1 are retained for the study. This facilitates the reduction of the identified factors as shown in the table below.

Table 2: Total Variance Explained - Impact of Digital Transformation on Job Execution

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.305	10.661	10.661	3.305	10.661	10.661
2	2.845	9.177	19.839	2.845	9.177	19.839

3	2.537	8.184	28.023	2.537	8.184	28.023
4	1.974	6.368	34.390	1.974	6.368	34.390
5	1.744	5.626	40.016	1.744	5.626	40.016
6	1.501	4.842	44.858	1.501	4.842	44.858
7	1.348	4.348	49.206	1.348	4.348	49.206
8	1.228	3.961	53.168	1.228	3.961	53.168
9	0.966	3.116	56.284			
10	0.927	2.990	59.274			
11	0.911	2.939	62.213			
12	0.872	2.813	65.026			
13	0.830	2.677	67.703			
14	0.803	2.590	70.294			
15	0.800	2.581	72.874			
16	0.746	2.406	75.281			
17	0.737	2.377	77.658			
18	0.726	2.342	80.000			
19	0.702	2.265	82.265			
20	0.645	2.081	84.345			
21	0.613	1.977	86.323			
22	0.590	1.903	88.226			
23	0.559	1.803	90.029			
24	0.499	1.610	91.639			
25	0.486	1.568	93.206			
26	0.475	1.532	94.739			
27	0.385	1.242	95.981			
28	0.354	1.142	97.123			
29	0.330	1.065	98.187			
30	0.286	0.923	99.110			
31	0.276	0.890	100.000			

Extraction Method: Principal Component Analysis.

Table 2 presents the results of factor analysis regarding Eigen values at the initial phase and following the implementation of the rotation method for the variables related to evaluating the impact of digital transformation on employee job performance. The results revealed that all 31 variables were consolidated into eight factors through the use of factor analysis with the rotation method, specifically those with an Eigen value greater than 1. Together, these eight factors represented 53.168 percent of the variance among the factors included. It is assumed that this explained variance is adequate, permitting the extracted variables to be employed in further analysis. To modify the extracted components corresponding to the selected statements (31 variables), orthogonal rotation (Varimax) is utilized. The Rotated Component Matrix (RCM) illustrates the factor loading for each variable in relation to the extracted factors. Factor loadings can be defined as the correlation between the factors and the variables. It is expected that each factor included in the analysis should demonstrate a significant factor loading to only one factor while displaying insignificant factor loadings to all other extracted factors. The findings, along with the correlations under the rotated matrix, are presented in the following table.

Table 3: Impact of Digital Transformation on Job Execution (Rotated Component Matrix[a])

Factors	**Component**								**Factor Name**
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	
1	0.856								Customer Services
2	0.811								
3	0.796								
4	0.785								
5		0.864							Management Support
6		0.835							
7		0.807							

Factors	Component								Factor Name
	1	2	3	4	5	6	7	8	
8			0.892						Eagerness to Learn New Things
9			0.871						
10			0.824						
11			0.789						
12				0.866					Career Development
13				0.847					
14				0.813					
15				0.776					
16				0.750					
17					0.861				Increase Responsibilities
18					0.838				
19					0.802				
20						0.884			Work Environment
21						0.873			
22						0.810			
23						0.746			
24							0.883		Workload and Stress
25							0.871		
26							0.856		
27							0.786		
28								0.846	Psychological Impact
29								0.794	
30								0.788	
31								0.773	

Table 3 divulges that the results of factor analysis for the variables related to the impact of digital transformation on job execution of the employees working in the selected private sector banks, a total of 31 variables were reduced into 8 factors by using factor analysis and they are labelled as "Customer Services", "Management Support", "Eagerness to Learn New Things", "Career Development", "Increase of Responsibilities", "Work Environment", "Workload and Stress" and "Psychological Impact". Table 4 brings out the results of rank analysis of the eight dimensions of the impact of digital transformation on job execution in private sector banks in the study area. For this purpose, the researcher calculated mean, standard deviation and coefficients of variation and the factors were ranked based on mean values.

Table 4: Rank Analysis of the Impact of Digital Transformation on Job Execution

SN	Factors	$\bar{x}$	σ	CV	Rank
1	Customer Services	3.16	1.38	43.67	II
2	Management Support	3.07	1.33	43.28	VI
3	Eagerness to Learn New Things	3.12	1.36	43.73	III
4	Career Development	3.11	1.39	44.74	IV
5	Increase Responsibilities	3.04	1.41	46.31	VIII
6	Work Environment	3.35	1.45	43.25	I
7	Workload and Stress	3.06	1.39	45.25	VII
8	Psychological Aspect	3.09	1.45	46.76	V
	Total	3.10	1.40	45.16	

Table 4 shows that digital transformation in private banks in the study area had high positive impact on job execution of employees in the dimension of "Work Environment" (Mean: 3.35) and ranked first. Followed by digital transformation had a moderate level of positive impact on job execution in the dimensions of "Customer Services", "Eagerness to Learn New Things" and "Career Development" (Mean: 3.16, 3.12 and 3.11 respectively), they were ranked 2nd, 3rd and 4th respectively. A moderate level of deviation was identified in the level of impact of digital transformation on job execution on the above

dimensions (SD: 1.38, 1.36 and 1.39 respectively; CV 43.67%, 43.73% and 44.74% respectively). Digital transformation had lowest level of impact on job execution of employees in the dimension "Increase of Responsibilities" (Mean: 3.04) and ranked last (8^{th}). Little high level of deviation was found on the above dimension (SD: 1.41 & and CV: 46.31%). Followed by, digital transformation also had low level of impact on the job execution in the dimensions of "Workload and Stress" and "Management Support" (Mean: 3.06 and 3.07). A little high level of deviation was found in the impact level on the dimension "Workload and Stress" (SD: 1.39 & CV: 45.25%) and moderate level of deviation was found on the dimension of "Management Support" (SD: 1.33 & CV: 43.28%).

The impact level of digital transformation on job execution of employees working in private sector banks in the study area may vary on the basis of other variables such as socio-economic and professional variables. This part of the paper presents the results of the above aspect. For this purpose the following null hypothesis has been framed.

Ho: There are no significant differences in impact of digital transformation on job execution of employees in the selected private sector banks with socio-economic and professional variables.

Table 5: Mann-Whitney U Test of Impact of DT on JE and Demographic Variables

SN	Impact of DT on JE	Gender		Marital Status		Residential Area	
		Mann-Whitney U	Z	Mann-Whitney U	Z	Mann-Whitney U	Z
1	Customer Services	19183*	-2.358 (0.018)	14068	-1.885 (0.060)	19019	-1.635 (0.102)
2	Management Support	19522*	-2.287 (0.022)	14481	1.465 (0.143)	19017	-1.627 (104)
3	Eagerness to Learn New Things	20657	-1.151 (0.250)	14195	1.744 (0.081)	19619	1.132 (0.257)
4	Career Development	19852	1.804 (0.071)	14659	-1.293 (0.196)	18944	1.687 (0.092)
5	Increase Responsibilities	19522*	2.087 (0.037)	13882*	2.045 (0.043)	18025*	-2.244 (0.021)
6	Work Environment	20038	1.673 (0.094)	14318	-1.639 (0.101)	19882	0.896 (0.370)
7	Workload and Stress	19254*	-2.402 (0.015)	13941*	-1.995 (0.046)	18311*	-2.237 (0.025)
8	Psychological Aspect	20133	1.588 (0.112)	13712*	2.343 (0.038)	18869	1.680 (0.092)

Table 5 shows that significant differences were found between the impact of digital transformation on job execution in the dimensions of "Customer Services", "Management Support", "Increase of Responsibilities" and "Workload and Stress" and socio-economic variable of gender of the respondents as per the results of Mann-Whitney U test (Z:-2.358, -2.287, 2.087 and -2.402; P: 0.018, 0.022, 0.037 and 0.015). Since the result was statistically significant and the null hypothesis was rejected. No significant difference was found in the dimensions of "Eagerness to Learn New Things", "Career Development", "Work Environment" and "Psychological Aspect" with gender. Significant differences were evidenced between the impact of digital transformation on job execution in the dimensions of "Increase of Responsibilities", "Workload and Stress" and "Psychological Aspect" and socio-economic variable of marital status of the respondents (Z: 2.045, -1.995 and 2.343; P: 0.043, 0.043 and 0.038). Since the result was statistically significant and the null hypothesis was rejected. No significant difference was found in the dimensions of "Customer Services", "Management Support", "Eagerness to Learn New Things", "Career Development", and "Work Environment" with marital status. Significant differences were evidenced between the impact of digital transformation on job execution in the dimensions of "Increase of Responsibilities", "Workload and Stress" with the demographic variable residential area of the respondents (Z: -2.244 and -2.237; P: 0.021 and 0.025). Since the result was statistically significant and the null hypothesis was rejected. No significant difference was found in the dimensions of "Customer

Services", "Management Support", "Eagerness to Learn New Things", "Career Development", "Work Environment" and "Psychological Aspect" with residential area.

Table 6 shows the results of Kruskal Wallis Test between the variables impact of digital transformation and socio-economic variables of the respondents.

Table 6: Kruskal Wallis Test between Impact of DT on JE and Demographic Variables

SN	Impact of DT on JE	Age (df:3)		Income (df:3)		Education (df:3)	
		$\chi 2$	P	$\chi 2$	P	$\chi 2$	P
1	Customer Services	11.370*	0.010	7.678	0.053	8.068*	0.045
2	Management Support	7.315	0.063	11.396*	0.010	6.898	0.075
3	Eagerness to Learn New Things	13.517*	0.004	5.629	0.131	8.236*	0.041
4	Career Development	14.564*	0.001	8.099*	0.044	4.066	0.254
5	Increase Responsibilities	7.429	0.059	6.149	0.105	4.768	0.190
6	Work Environment	6.328	0.097	4.727	0.193	4.530	0.210
7	Workload and Stress	13.586*	0.003	4.933	0.177	3.559	0.313
8	Psychological Aspect	12.768*	0.005	7.865*	0.048	9.546*	0.029

Table 6 uncovers that there were significant differences in the level of impact of digital transformation on job execution of the employees of the selected private sector banks in the dimensions of "Customer Services", "Eagerness to Learn New Things", "Career Development", "Workload and Stress" and "Psychological Aspect" with the demographical factor of age of the respondents ($\chi 2$: 11.370, 13.517, 14.564, 13.586 and 12.768; P: 0.010, 0.004, 0.001, 0.003 and 0.005), they are significant hence the null hypothesis was rejected. No significant differences were identified in the dimensions of "Management Support", "Increase Responsibilities" and "Work Environment". Significant differences were evidenced in the level of impact of digital transformation on job execution in the dimensions of "Management Support", "Career Development", and "Psychological Aspect" with the demographical factor of income($\chi 2$: 11.396, 8.099 and 7.865; P: 0.010, 0.044, and 0.048), they are significant hence the null hypothesis was rejected. Significant differences were absent in the dimensions of "Customer Services", "Eagerness to Learn New Things", "Increase of Responsibilities", "Work Environment", and "Workload and Stress". Significant differences were documented in the level of impact of digital transformation on job execution in the dimensions of "Customer Services", "Eagerness to Learn New Things" and "Psychological Aspect" with the demographical factor of educational level of the respondents ($\chi 2$: 8.068, 8.236 and 9.546; P: 0.045, 0.041, and 0.029), hence the null hypothesis was rejected for the above cases. There were no significant differences in the impact of digital transformation on job execution in the dimensions of "Management Support", "Career Development", "Increase of Responsibilities", "Work Environment", and "Workload and Stress".

Table 7 shows the results of Kruskal Wallis Test between impact of digital transformation on job execution and professional variables of the respondents.

Table 7: Kruskal Wallis Test between Impact of DT on JE and Professional Variables

SN	Impact of DT on JE	Designation (df:5)	Working Hours (df: 2)	Experience (df:4)	Job Autonomy (df:4)	Promotions obtained (df:3)
1	Customer Services	11.838* (0.037)	6.551* (0.038)	9.689* (0.046)	12.451* (0.014)	9.997* (0.025)
2	Management Support	15.213* (0.001)	4.565 (0.135)	6.753 (0.150)	15.643* (0.000)	11.548* (0.008)
3	Eagerness to Learn New Things	8.986 (0.110)	3.201 (0.202)	10.885* (0.028)	7.488 (0.112)	4.417 (0.220)
4	Career Development	12.054* (0.034)	2.997 (0.223)	12.543* (0.009)	8.383 (0.079)	11.444* (0.010)
5	Increase Responsibilities	16.557*	9.782*	11.044*	11.264*	9.587*

		(0.000)	(0.008)	(0.015)	(0.034)	(0.029)
6	Work Environment	8.122 (0.150)	6.115* (0.047)	8.253 (0.083)	11.861* (0.032)	6.542 (0.099)
7	Workload and Stress	11.576* (0.041)	7.519* (0.023)	9.864* (0.041)	8.331 (0.080)	5.717 (0.126)
8	Psychological Aspect	7.351 (0.196)	6.209* (0.045)	6.377 (0.173)	12.346* (0.015)	10.462* (0.021)

Results: $\chi 2$ under Kruskal Wallis Test; (P-values)

Table 7 exposes that there were significant differences in the level of impact of digital transformation on job execution of the employees of the selected private sector banks in the dimensions of "Customer Services", "Management Support", "Career Development", "Increase of Responsibilities" and "Workload and Stress" with the professional variable 'designation', (($\chi 2$: 11.838, 15.213, 12.054, 16.557 and 11.576; P: 0.037, 0.001, 0.034, 0.000, and 0.041), they are significant, hence the null hypothesis was rejected. No significant differences were found in the dimensions of "Eagerness to Learn New Things", "Work Environment" and "Psychological Aspect". Significant differences were evidenced in the level of impact of digital transformation on job execution in the dimensions of "Customer Services", "Increase of Responsibilities", "Work Environment", "Workload and Stress", and "Psychological Aspect" with the variable 'average working hours' ($\chi 2$: 6.551, 9.782, 6.115, 7.519 and 6.209; P: 0.038, 0.008, 0.047, 0.023 and 0.045), they are significant, hence the null hypothesis was rejected. There were no significant differences in the impact of digital transformation in the dimensions of "Management Support", "Eagerness to Learn New Things", and "Career Development". Significant differences were documented in the level of impact of digital transformation on job execution in the dimensions of "Customer Services", "Eagerness to Learn New Things", "Career Development", "Increase of Liabilities" and "Workload and Stress" with the professional variable 'Experience' of the respondents ($\chi 2$: 9.689, 10.885, 12.543, 11.044 and 9.864; P: 0.046, 0.028, 0.009, 0.015 and 0.041), they are significant hence the null hypothesis was rejected for the above cases. There were no significant differences in the impact of digital transformation on job execution in the dimensions of "Management Support", "Work Environment", and "Psychological Aspect".

Significant differences were evidenced in the level of impact of digital transformation on job execution of the employees in the dimensions of "Customer Services", "Management Support", "Increase of Liabilities", "Work Environment" and "Psychological Aspect" with the professional variable 'Level of Job Autonomy' ($\chi 2$: 12.451, 15.643, 11.264, 11.861 and 12.346; P: 0.014, 0.000, 0.034, 0.031 and 0.015), they are significant hence the null hypothesis was rejected. There were no significant differences in the dimensions of "Eagerness to Learn New Things", "Career Development", and "Workload and Stress". Significant differences were found in the level of impact of digital transformation on job execution of the employees in the dimensions of "Customer Services", "Management Support", "Career Development", "Increase of Responsibilities" and "Psychological Aspect" with the professional variable 'Number of Promotions obtained by the respondents' ($\chi 2$: 9.997, 11.548, 11.444, 9.587 and 10.462; P: 0.025, 0.008, 0.010, 0.029 and 0.021), they are significant hence the null hypothesis was rejected. Significant differences did not exist in the dimensions of "Eagerness to Learn New Thins", "Work Environment", and "Workload and Stress".

CONCLUSION

Digital transformation in banking industry has shifted banking services to the next level. But it will be successful only when employees of banks adopt it properly and serve to customers in efficient manner. Hence it is important to study how digital transformation affects job execution of employees. The researchers studied this aspect in the selected private sector banks in Ernakulam district of the state of Kerala. The study found that digital transformation in the selected private sector banks had high level of impact on job execution of employees in the dimension of "Work Environment". It had moderate level of impact in the dimensions of "Customer Services", "Eagerness to Learn New Things" and "Career Development". It was also found that digital transformation in the selected private banks had lowest level of impact on job execution of employees in the dimension "Increase of Responsibilities". It had lowest level of impact on job execution of employees in the dimension "Increase of Responsibilities". It was also evidenced significant differences between majority of the dimensions of digital transformation with the

variables of gender, age, education, designation, working hours, experience, job autonomy and number of promotions obtained.

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