

Enhancing Financial Decision-Making through Mentorship: A Comprehensive Review in the Banking Sector

K.V.Manju^{1*}, S.Nagarani², N.Kasthuri³

^{1*}School of Management, Sri Krishna College of Engineering and Technology,
Coimbatore

²Department of mathematics, Sri Ramakrishna Institute of Technology, Coimbatore

³Department of Chemistry, Karpagam Institute of Technology, Coimbatore.

manjukv@skcet.ac.in, Nagarani.sh@srit.org, kasthuri.np@gmail.com

Abstract. This comprehensive review investigates the role of bank employees in influencing customers' adoption and usage of e-banking across various financial sectors, including loan selection, national pension systems, mutual funds, stocks, and e-banking itself. This review aims to analyze the strategies employed by bank employees to promote e-banking services and assess their implications for both customers and banks. A systematic approach was used to gather and analyze literature from multiple databases, focusing on studies published within the last decade. Key findings reveal that bank employees significantly contribute to heightened customer adoption rates, improved digital literacy among customers, enhanced operational efficiency, and substantial cost savings for banks. Additionally, these efforts foster stronger customer relationships. The implications of these results underscore the profound impact of e-banking on the banking industry, highlighting its transformative effect and the evolving dynamics of customer-bank interactions in the digital era. This review offers valuable insights into the critical role played by bank employees in facilitating the widespread adoption and utilization of e-banking services, thereby contributing to the evolving landscape of modern banking practices.

Keywords: e-banking, customer satisfaction, customer relationship, pension system, mutual fund and stocks.

1. Introduction

In today's highly competitive consumer landscape, customers are increasingly discerning about the level of service they receive. They seek to fulfil their needs and desires through the marketplace, where goods and services are exchanged to meet these demands (Mahtab, Abdullah, et al., 2016; Battisti, Graziano, et al., 2021; Javaid, Haleem, et al., 2022). Marketing is crucial in informing potential clients about available options, encouraging them to engage with a company, and convincing them that they receive the best care for their needs. In particular, marketing has become integral to the financial services sector, especially within the banking industry (Kumar, Srivastava, et al., 2023; Shakeel, 2022). The dynamic nature of banking requires rapid adaptation, making marketing products and services more strategic and thoughtful. Selling banking products presents unique challenges that necessitate a deep understanding of psychology, sociology, economics, and fundamental marketing principles. Recognizing that consumers have the power of choice, successful marketing strategies must consistently and competently address their demands and goals (Nain, Rajan, 2024).

A critical financial product banks offer is the savings account, which provides individuals, businesses, and organizations with a simple and secure method to save money while earning interest. Investment products such as ETFs, IRAs, and mutual funds help clients achieve their financial objectives and build wealth. IRAs offer tax-advantaged savings, mutual funds provide diversified portfolios, and ETFs grant exposure to various asset classes [Emmanuel Uzoma, Olushola, et al., (2022)] (Rani, Siwach, 2023; Sánchez-Obando, Duque-Méndez, et al., 2023). Efficient financial transactions are facilitated by payment services, including credit cards, debit cards, wire transfers, and online and mobile banking platforms. These services enable clients to make purchases, manage finances, and pay bills securely and reliably from multiple devices. By automating on boarding, performance management, and recruitment processes, artificial intelligence (AI) in HRM increases productivity. Through sentiment analysis and customised recommendations, it enhances employee engagement while assisting with administrative, learning, and development needs. Transparency and ethical issues are still crucial for the successful application of AI in HRM.

This study aims to dissect the tactics employed by bank employees to influence customer choices through a comprehensive analysis. It offers insights into enhancing customer engagement and product uptake in the financial sector by identifying critical factors affecting consumer acceptance. The research examines customers' decision-making processes, focusing mainly on the role of bank personnel. It evaluates bank employees' dependability, knowledge, and credibility in guiding customers toward financial products (Königstorfer, Thalmann, 2020). The effectiveness of their communication strategies, product expertise, and the impact of trust on client confidence are assessed. In addition, the study gathered secondary data from industry publications, peer-reviewed articles, and financial mentorship case studies and pinpointed crucial elements like expertise, understanding, and matching financial products to client needs. The banking industry's financial products are shown in Figure 1.



Fig. 1: Financial products in banking sectors

The findings provide actionable recommendations for financial institutions to improve customer satisfaction, trust, and informed decision-making by refining employee interactions. The study advances understanding of the relationship between bank employees and customers in the financial sector (Erdoğan, Gedikli, et al., 2020; Katamadze, Abuselidze, et al., 2021; Salim, Disli, et al., 2023; Hermawati, 2022). Bank employees significantly influence customers' financial decisions by offering personalized recommendations, effective communication, educational initiatives, and building trust. They provide comparative information, demonstrate expertise, adopt a customer-centric approach, offer technological assistance, and gather feedback (Yaşar, 2021). These strategies help customers make informed decisions based on their financial goals, preferences, and risk tolerance. Trust is crucial in financial transactions, and employees who prioritize honesty, transparency, and ethical interactions are more likely to influence customers positively. Comparative information aids in assessing options, and a customer-centric approach ensures satisfaction (Rani & Siwach, 2023; Sánchez-Obando, et al., 2023; Königstorfer & Thalmann, 2020). Precise technological assistance helps customers navigate digital resources, and active feedback and follow-up enhance the overall customer experience (Nain, Rajan, 2024; Rani, Siwach, 2023).

Customers are greatly influenced by bank staff when it comes to financial product recommendations; moreover, this influence may result in unfavorable advice, a lack of transparency, or even suggestions that need to be aligned. The pursuit of sales goals may lead to pressure that needs to be improved in terms of customer-centricity. Trust can be damaged by a focus on upselling, inadequate product understanding, and conflicts of interest brought on by incentives. Recommendations that could be better executed may stem from a need for more awareness of the customer's needs. A restricted range of options and the intricacy of financial instruments may impede well-informed decision-making. Misselling can happen, which erodes consumer confidence. These shortcomings show how important it is for the banking industry to have ethical behavior, openness, and regulatory control to guarantee equitable treatment and reliable data for financial decisions. Four strategic channels—individualized counselling, product knowledge, fostering trust, and continuous support—are how bank workers affect their clients' selection of financial products. They update clients on market dynamics, product updates, and optimization opportunities throughout their financial journey. They also give individualized counsel and deep product expertise and build trust through effective communication. In this review, the researcher examines the selection process of four significant financial products and investigates how they impact the decision-making of bank employees about customers. This study examines the impact of AI on employee-driven e-banking adoption techniques to give a theoretical foundation for its role in improving HRM practices in banking. Practically, it demonstrates how AI can improve recruitment, people management, and operational efficiency, resulting in higher customer engagement and cost savings. The study also addresses ethical concerns, ensuring that AI is applied fairly and effectively in banking human resource activities.

The primary contribution of the review is as follows:

- To examine how bank staff members affect clients' adoption and use of e-banking services across various financial industries.
- To explore the strategies employed by bank employees to promote e-banking services within specific domains such as loan selection, national pension systems, mutual funds, stocks, and e-banking itself.
- To assess the implications of bank employees' strategies for customers and banks, offering insights into how these strategies impact customer behavior and banking operations.
- To analyze the prominent outcomes identified include heightened customer adoption rates of e-banking, improved customer digital literacy, enhanced operational efficiency within banks, significant cost savings for financial institutions, and the fostering of stronger customer relationships.

- To emphasize the profound impact of e- banking on the banking industry, highlighting its transformative effect on traditional banking practices and its role in shaping the evolving dynamics of customer-bank interactions in the digital era.

The remainder of this paper is structured as follows. The second section provides a comprehensive literature review, examining the current research on e- banking and its effects on financial decision-making, customer-bank interactions, and operational efficiency. The third section offers a summary and synthesis of the key findings from the literature, identifying major trends, gaps, and areas where further research is needed. Finally, the fourth section presents the conclusion, discussing both the practical and theoretical implications of the review and proposing potential directions for future studies on the transformative role of e- banking in the banking industry.

2. Literature Review

This section describes four discrete channels via which bank personnel might sway clients' decisions regarding suitable financial products. These include helping clients choose suitable loans, making signing up for the National Pension System easier, offering stock and mutual fund advice, and encouraging e-banking services.

2.1. Bank employees' Influence on Loan selection:

Muthama et al. (Muthama, Warui, 2021) explored how loan terms influenced the performance of loans made by women-owned microfinance banks in Kenya's Kisii County. The results showed that collateral value, credit period, and loan criteria were positively correlated, highlighting the need for borrower education in promoting prompt repayments. The study also emphasized the importance of borrowers understanding the best loan terms and proposing appropriate loan guidelines. Based on a client appraisal using the 5Cs model, the report suggested amicable payment conditions that matched borrowers' abilities. Microfinance banks were advised to use defaulted collateral for loan recovery and to evaluate repayment capacity based on collateral value, repayment history, and on-site assessments. This study underscored the importance of borrower education, client appraisal, and the use of defaulted collateral.

Kumalasari et al. (Kumalasari, Dirgantara, 2021) examined the influence of family, friends, bank officials' closeness, and technological advancements in banking on potential debtors' credit decisions at BCA Kanwil II Semarang. The researchers chose a qualitative approach to understand how credit decision-making affected Bank BCA Regional Office II. Using a phenomenological approach, the study concentrated on Bank Central Asia, Tbk Regional Office II Semarang clients who had loans. The study aimed to advance knowledge of the variables affecting BCA Kanwil II Semarang's credit decision-making. However, the content's generalizability might have been limited due to the qualitative research approach, which might have yet to fully capture the complex interplay of factors influencing credit decision-making at BCA Kanwil II Semarang.

Alshebmi et al. (Alshebmi, Adam, et al., 2020) examined the connections between bank determinants, macroeconomic variables, and nonperforming loans in the Saudi banking industry. It included all twelve active Saudi Arabian commercial banks from 2009 to 2018. The study used panel data and statistical techniques like regression analysis, correlation, and descriptive statistics. The results indicated a weak negative correlation between the increase in the gross domestic product, bank liquidity risk, credit risk, and the ratio of nonperforming loans. Furthermore, there was a weak positive correlation between the capital adequacy ratio and nonperforming loans. This emphasized the significance of concentrating on assets that provide bank revenue to guarantee efficient operations and performance. Overall, the study revealed weak correlations, indicating the need for efficient operations in the Saudi banking sector from 2009 to 2018.

Tien et al. (Tien, Anh, et al., 2021) fostered teamwork and boosted employee motivation. An influential corporate culture channelled each person's strength into the company, resulting in higher

productivity. Creating a strong company culture was crucial for the banking sector. Vietnam Prosperity Bank, VPBank, was one of the country's first joint-stock commercial banks to open for business in 2010. Since then, the bank has steadily advanced to rank among the country's top five joint-stock banks and top three retail commercial banks by 2017. However, with the engagement of foreign officials and the team's rapid growth, VPBank's corporate culture needed to be more clearly and systematically reflected, creating a multicultural and highly internationalized workplace.

Amin et al. (Amin, 2020) assessed how receptiveness was affected by factors such as product type, competitive value proposition, Islamic debt collection policy, understanding of Islamic bankers, and compliance with maqasid al-Shariah. An analysis of data from 744 questionnaires was conducted to verify its relevance. The findings indicated receptiveness was substantially correlated with product type, competitive value proposition, Islamic debt collection policy, understanding of Islamic bankers, and maqasid al-Shariah compliance. However, two issues must be addressed: the study's responses were restricted to Malaysians, necessitating additional testing in other regions; additionally, the framework's contributions were limited to Islamic banking products. Therefore, the limitations include its focus solely on Malaysian respondents and Islamic banking products, potentially reducing generalizability to other regions and financial sectors.

Sabri et al. (Sabri, Wijekoon, et al., 2020) investigated the factors influencing financial well-being among Malaysian employees revealed that 32.3% of the variables studied contributed to overall financial well-being. Key determinants identified included money attitudes, financial practices, self-efficacy, and emotional coping mechanisms. These findings underscored the importance for government and non-governmental organizations (NGOs) to adopt a holistic approach to improving living standards and financial well-being, particularly for lower-income households. Understanding these determinants is vital for promoting financial prudence and alleviating financial challenges among Malaysian workers. However, the study needed more specificity regarding the identified determinants' relative importance and impact on financial well-being.

Ahmed et al. (Ahmed, Majeed, et al., 2021) examined the factors influencing nonperforming loans (NPLs) in Pakistani commercial banks from 2008 to 2018, focusing on the country's emerging economy. The GMM estimator and J test were used to test the second-order serial correlation. The results showed that credit growth, net interest margin, loan loss provision, and bank diversification significantly increased NPLs while operating efficiency, bank size, and ROA lowered them. Higher interest rates, exchange rates, and political risk also increased NPLs, while GDP growth decreased them. This study was the first to examine the link between bank-specific macroeconomic variables and NPLs in Pakistan. However, the findings need to be more balanced with the complex relationships between these factors, as they relied on econometric techniques and did not consider contextual factors.

Dansana et al. (Dansana, Patro, et al., 2024) investigated using the Random Forest Regressors model to determine which individuals or organizations should receive loans. According to the model, banks should consider wealthy clients and other consumer attributes, such as gender, educational background, employment type, business type, loan duration, and marital status. However, relying on the Random Forest Regressors model for loan approval decisions may lead to oversimplification and potentially overlook nuanced factors.

Iqbal et al. (Iqbal, Fikri, 2023) compared Islamic and public commercial banks to examine credit risk management procedures in Pakistani banks. Self-administered questionnaires were given to 400 employees of selected banks. The findings indicated a substantial difference ($p < 0.5$) between the credit risk management strategies of Islamic and public commercial banks. The results assist banks in identifying strategies for producing and expanding high-quality loans and understanding how theories, concepts, credit scores, and credit policies relate to one another on both national and local levels. This study is critical because it provides best practices for realistic lending to improve credit management performance. However, the study's exploration of credit risk management strategies in Pakistan's

Islamic and public commercial banks needs more depth and breadth, necessitating further research with qualitative methods.

Asemota et al. (Asemota, Erhi, et al., 2023) attempted to evaluate the Influence of external and internal environmental factors on nonperforming loans. The analysis of bank operations, quality, monetary policy, and macroeconomic conditions used annual data from 2012 to 2021. The findings demonstrated that significant factors influencing nonperforming loans in the region included bank quality, monetary policy, and operations. The study found that limiting the money supply could be harmful as it might increase loan defaults. Since the money supply had little effect on nonperforming loans, the study suggested that monetary authorities should instead employ financial tools like interest rates or the minimum reserve ratio. The results underscored the significance of addressing these variables within the banking industry in these vulnerable economies. However, the study's focus on nonperforming loans in sub-Saharan Africa may need to be more balanced with the relationship between environmental factors and nonperforming loans, potentially overlooking other contextual variables and macroeconomic conditions. Table 1 shows the Influence of bank employees on loan selection.

Sl.No	Author's	Objective	Result	Limitation/Future scope
1.	Muthama et al. [18]	Investigated the relationship between loan terms and loan performance for microfinance banks run by women in Kisii County, Kenya.	Collateral value, credit period, and loan criteria were positively correlated, highlighting the need for borrower education to promote prompt repayments.	The results may not apply to other areas or kinds of microfinance banks because the study was limited to Kisii County, Kenya.
2.	Kumalasari et.al [19]	Investigated the impact on potential debtors' credit decisions at BCA Kanwil II Semarang of friends, family, proximity to bank executives, and technological developments in banking.	Decided to use a phenomenological technique in a qualitative research setting. Focused on loan borrowers of Bank Central Asia, Tbk Regional Office II Semarang.	The qualitative research approach may need to fully capture the intricate factors influencing credit decision-making at BCA Kanwil II Semarang, potentially limiting its generalizability.
3.	Alshebmi et al. [20]	Examined the correlation between bank determinants, macroeconomic variables, and nonperforming loans in the Saudi banking sector from 2009-2018.	The study revealed a weak negative correlation between GDP growth, bank liquidity risk, credit risk, and nonperforming loan ratio, while a weak positive correlation exists between capital adequacy ratio and nonperforming loans.	The study relied on econometric techniques without considering contextual factors, potentially simplifying the complex relationships between variables.
4.	Tien et al. [21]	Evaluated the role of a customer service culture in endorsing teamwork and boosting employee motivation, specifically at Vietnam Prosperity Bank (VPBank).	Since 2010, VPBank has made significant strides, aiming to be among the top five joint-stock banks and top three retail commercial banks by 2017.	The study's generalizability to other banks or sectors may be limited due to the need for a more transparent and systematic reflection of VPBank's corporate culture.
5.	Amin et al. [22]	Evaluated the critical success factors (CSFs) influencing Malaysia's receptiveness to Islamic house financing.	The study found that receptiveness significantly influences product type, competitive value proposition, Islamic debt	The study's findings, limited to Malaysians and Islamic banking products, may limit its generalizability to other

			collection policy, understanding of Islamic bankers, and maqasid al-Shariah compliance.	regions and financial sectors.
6.	Sabri et al. [23]	Explored the factors that impact the financial well-being of Malaysian employees.	The study found that 32.3% of variables, including money attitudes, financial practices, self-efficacy, and emotional coping mechanisms, significantly influence financial well-being.	The study needed more clarity on the significance of identified determinants and their impact on financial well-being.
7.	Ahmed et al. [24]	The study needed more clarity on the significance of identified determinants and their impact on financial well-being.	NPLs are significantly increased by credit growth, net interest margin, loan loss provision, and bank diversification while lower by operating efficiency, bank size, and ROA.	The study's findings need to be more balanced with the intricate relationships between these factors, relying solely on econometric techniques and neglecting the Influence of contextual factors.
8.	Dansana et al. [25]	Utilized the Random Forest Regressors model to evaluate loan approval decisions within the banking sector.	Banks should consider various consumer attributes, including wealth, gender, education, employment, business type, loan duration, and marital status, in their customer service.	The Random Forest Regressors model may need to be more concise and overlook nuanced factors in loan approval decisions.
9.	Iqbal et al. [26]	Analyzed the credit risk management procedures of Pakistan's Islamic and public commercial banks.	The study analyzed the credit risk management procedures of Pakistan's Islamic and public commercial banks.	The study needs more depth and breadth, requiring further qualitative research to explore credit risk management strategies in Pakistan's Islamic and public commercial banks.
10.	Asemota et al. [27]	The study assessed the impact of both external and internal environmental factors on nonperforming loans in sub-Saharan Africa from 2012 to 2021.	Nonperforming loans are influenced by bank quality, monetary policy, and operations. Limiting the money supply may be harmful, while monetary tools like interest rates or minimum reserve ratios are suggested.	The study may need to be more balanced with the connection between environmental factors and nonperforming loans, potentially overlooking other contextual variables and macroeconomic conditions.

As a result, the study explores essential facets of credit decision-making, emphasizing the importance of defaulted collateral, client assessment, and borrower education. Notwithstanding these revelations, its dependence on qualitative research may restrict its generalizability to particular situations. With a more expansive focus, the study investigates how nonperforming loans, bank factors, and macroeconomic variables interact in the Saudi banking industry between 2009 and 2018. Exposing tenuous relationships emphasizes the importance of efficient processes to manage economic volatility successfully. The study narrows its scope by examining Malaysian respondents and Islamic banking products and may become less applicable to other financial domains and geographies. Furthermore,

relying mainly on econometric approaches and ignoring contextual nuances runs the risk of oversimplifying complex relationships and obstructing a thorough knowledge of the issue.

2.2. Bank Employees' Influence on National Pension System:

Patgiri et al. (Patgiri, Gogoi, et al., 2021) examined the members who were aware of the scheme's advantages but prioritized tax preparation above retirement planning when contributing. The survey revealed that young people needed to be sufficiently drawn to the program to subscribe, indicating that efforts should be made to alter their perspective and more actively use technology to improve the customer experience. Considering these problems enhanced the NPS experience as a whole. However, issues with the National Pension System included misaligned priorities, disinterest among younger demographics, and limited technology use.

Mangla et al. (Mangla, Indapurkar, 2024) Retirement is normal when people stop working or reduce their hours. The key to a successful retirement is financial independence. India's pension system depends on company and employee engagement, as there is no social security system to shield older people from economic hardship. Retirees who invest in pension plans receive stability and financial support. One of the main factors influencing who joins these programs and how much money is saved for retirement is the performance of pension funds. In India, inflation, GDP, and exchange rate variations impact pension fund earnings, especially after the COVID-19 lockdown. However, the current analysis needs a more in-depth examination of factors like inflation, GDP, and exchange rates, requiring a more comprehensive analysis.

Mittal et al. (Mittal, Gupta, 2022) aimed to evaluate how economic factors affect salaried staff members' retirement planning practices across five Haryana state entities. A standardized questionnaire was utilized to gather primary data from 312 salaried employees. The findings show that economic factors significantly influence people's retirement planning behaviour. The report also emphasizes the value of retirement planning awareness campaigns and the significance of real estate as a vital asset. The results could aid policymakers in enhancing the calibre of investment advice and offering valuable data for investment choices, given purposeful sampling was employed to prevent generalization. The study highlights the importance of comprehending economic factors before making retirement plans. However, it may introduce biases in participant selection, potentially skewing findings and limiting applicability to the broader population.

Choi et al. (Choi, Hyun, et al.) focused on how institutional investor's affected Korean companies listed on Bloomberg's environmental, social, and governance (ESG) disclosures between 2011 and 2020. It revealed that although institutional investors supported overall ESG disclosure, they did not influence ESG disclosure, which focused on materiality. Additionally, the study discovered a positive correlation between business value and materiality-based ESG disclosures, with lower materiality-based rates being linked to lower firm value. The results show how ESG disclosure policies are created, and how institutional investors influence the information landscape. A separate investigation examined customers' choices at Bank Syariah Indonesia (BSI) KCP Nagan Raya 2 regarding pension finance. However, the original text needs more cohesion and clarity, transitioning abruptly from a study on institutional investors to an investigation into pension finance.

Afni et al. (Afni, Maulina, 2023) discovered that margin levels, quick and straightforward service, various products, and frequent promotions are essential to customer decisions. This was determined through qualitative research and descriptive analysis. According to the study, clients frequently decide to take over pension financing to preserve their standard of living while considering aspects such as service and margin level. The research acknowledges that there is still room for improvement in the current study and anticipates further advancements to enhance the analysis of customer decisions. The researcher aims to maintain long-standing client relationships and attract new ones to work with BSI KCP Nagan Raya 2. However, the study's pension financing customer decision-making analysis needs

more depth. It primarily focuses on margin levels, service quality, product variety, and promotions without providing detailed analysis or suggestions for improvement.

Kissi et al. (Kissi, Dai, et al., 2018) suggested using an integrated cloud-based platform to manage Ghana's pension plans, providing pension contributors and beneficiaries with internet access to services from anywhere in the country. The platform would enable the government to make informed decisions about citizens nearing retirement through thoughtful economic planning. The study examined the connections between the intention to utilize the integrated pension system, attitude toward its use, perceived utility, and ease of use. The system was built using simulation tools, and it was discovered that the benefits of combining pension plans into a single platform offset the high expense of doing so. The study enhanced distributed computing technology and recommended that Ghana's National Pension Regulatory Authority (NPRA) incorporate it into its operations. However, the study faced challenges such as digital exclusion, security, privacy, and stakeholder resistance.

Ojiaku et al. (Ojiaku, Olise, et al., 2015) examined the relationship between consumers' expectations and actual service performance regarding service quality in pension fund administration marketing. Three hundred eighty-four respondents from various Enugu ministries, departments, and organizations participated in the study. Responses on satisfaction and service quality characteristics were gathered using a modified SERVQUAL questionnaire. Regression analysis and student t-test statistics were used to develop and test two hypotheses. The findings demonstrated a substantial discrepancy between the expectations and perceptions of customers regarding pension services. Tangible cues had the most negligible impact on satisfaction, whereas the certainty characteristic had the most significant effect on satisfaction. The study on pension fund administration marketing's relationship with consumer expectations and service performance had limitations due to small sample size and potential biases.

Kuhlmann et al. (Kuhlmann, Nullmeier, 2021) discussed using a mechanism-based approach, which focuses on particular sequences within more extensive processes, to compare social policy trends. It examined two contribution-based pension systems: the national provident fund in Sri Lanka and Vietnam's social insurance pension system. Both nations had maintained and expanded their pension systems at the policy level despite having different institutional and economic foundations and starting points. However, there were obstacles to effectively extending coverage at the implementation level. The essay identified three causative mechanisms to help understand these developments, though it faced challenges in extending coverage at the implementation level.

Egli et al. (Egli, Schäfer, et al., 2022) examined the rationale behind divesting from fossil fuel firms, particularly emphasizing Europe's top 1000 pension funds. It discovered that 13% of these funds had stopped investing in fossil fuels, with 2.6 trillion USD in assets under administration. While some funds had committed to using only fossil fuels, most had committed to cutting back on coal. According to the report, larger, publicly traded pension plans were more inclined to divest, whereas privately held funds were more likely to do so from open funds that competed for clients. The three main factors influencing divestiture decisions were size, ownership, and market rivalry. Additionally, the paper found less support for sector-specific variations, such as a higher likelihood in the financial industry and a benefit from stricter climate legislation. However, the European focus of the study might limit its global generalizability, overlooking global trends and oversimplifying factors such as regulatory environments, investor preferences, and financial performance considerations.

Sarhan et al. (Sarhan, Al-Najjar, et al., 2023) investigated how ownership structure and firm governance impact corporate social responsibility (CSR) performance. It found that institutional and management shareholdings negatively impacted performance, whereas corporate governance positively impacted social responsibility. The compensation plan helped management make decisions consistent with sustainable goals and social responsibility initiatives. According to the study, there was a complementary relationship between managerial and governance practices and a substitutive relationship between institutional and governance practices. The results validated the UK Corporate

Governance Code's emphasis on effective remuneration strategies. However, the UK-centric focus of the research may have overlooked global ownership structures, governance practices, nuanced CSR initiatives, qualitative aspects, and interactions between ownership and governance. Table 2 represents Bank Employees' Influence on the National Pension System.

Sl.No	Author's	Objective	Result	Limitation/Future scope
1.	Patgiri et al. [28]	Assessed the understanding, investment habits, and customer satisfaction of 130 subscribers in Guwahati regarding the National Pension System.	Members of the NPS program prioritize tax preparation over retirement planning, and young people need to be more drawn to it, indicating a need for increased technology use.	The National Public Service (NPS) faces challenges such as misaligned priorities, disinterest among younger demographics, and limited technology use.
2.	Mangla et al. [29]	Examined the factors influencing India's pension system, including the Influence of inflation, GDP, and exchange rates on pension fund earnings.	The performance of pension funds is significantly influenced by inflation, GDP, and exchange rates, with the effects amplified by the COVID-19 lockdown.	The analysis of inflation, GDP, and exchange rates needs to be revised, necessitating a more comprehensive approach.
3.	Mittal et al. [30]	Assessed the impact of economic factors on retirement planning practices among salaried employees in five Haryana state entities.	The study highlights the significant impact of economic factors on retirement planning behaviour, emphasizing the significance of retirement planning awareness campaigns and real estate as a crucial asset.	The study suggests that purposeful sampling may introduce potential biases in participant selection, potentially leading to skewier findings and limited applicability.
4.	Choi et al. [31]	Examined the impact of institutional investors on the ESG disclosures of Korean companies listed on Bloomberg from 2011 to 2020.	Institutional investors support overall ESG disclosure but do not influence materiality-focused disclosures, with a positive correlation between business value and materiality-based ESG disclosures.	The study abruptly shifts between topics, needing more clarity and cohesion in linking institutional investors' Influence with pension finance.
5.	Afni et al. [32]	Analyzed factors affecting customer decisions in pension financing using qualitative research and descriptive analysis.	Margin levels, service quality, product variety, and promotions significantly influence customer decisions, ensuring they maintain their standard of living while making choices.	The focus was on margin levels, service quality, product variety, and promotions without providing detailed analysis or suggestions for improving customer decision-making.
6.	Kissi et al. [33]	The proposal introduced a cloud-based platform for managing Ghana's pension plans, which was then assessed using simulation tools to evaluate its benefits.	Integrating advanced distributed computing technology into Ghana's NPRA operations could significantly reduce the implementation cost of	The organization grapples with issues like digital exclusion, security, privacy, and stakeholder resistance.

			pension plans into a single platform.	
7.	Ojiaku et al. [34]	Investigated the correlation between consumer expectations and actual service performance in pension fund administration marketing in Enugu.	The study found a significant difference between customer expectations and actual service performance, with tangible cues having a lesser impact on satisfaction than certainty characteristics.	The findings' generalizability may be limited due to potential biases and a small sample size.
8.	Kuhlmann et al. [35]	Examined the social policy trends in pension systems in Sri Lanka and Vietnam, focusing on contribution-based systems.	Both countries have expanded their pension systems despite differing institutional and economic foundations and identified three causative mechanisms affecting pension coverage.	Both countries have expanded their pension systems despite varying institutional and economic foundations and identified three mechanisms affecting pension coverage.
9.	Egli et al. [36]	Examined the reasons behind the divestment of the top 1000 European pension funds from fossil fuel firms.	13% of funds have stopped investing in fossil fuels, with more extensive pension plans more likely to divest, influenced by size, ownership, and market competition.	The study may be restricted to European pension funds, overlooking global trends, regulatory environments, and financial performance considerations.
10.	Sarhan et al. [37]	Examined the Influence of ownership structure and firm governance on corporate social responsibility performance.	The study reveals that institutional and management shareholdings negatively affect corporate social responsibility performance.	The UK-centric approach may overlook global ownership structures, governance practices, and qualitative aspects of CSR initiatives.

As a result, the National Pension System has several obstacles, including misplaced priorities, disinterest from younger generations, and inadequate use of technology. However, the study's methodology must be revised to examine important economic variables like GDP, inflation, and currency rates, which could lead to biases in participant selection. In addition, the system faces challenges like digital exclusion and worries about security, privacy, and stakeholder pushback. Furthermore, the UK-centric approach may limit understanding of global ownership structures, governance practices, and their interactions.

2.3. Bank Employees' Influence on Mutual Funds and Stocks:

Srivastav et al. (Srivastav, Habil, et al.) explored the impact of fintech and digitalization on mutual fund investors' investment decisions. It used a structured questionnaire survey to gather data on their use of fintech tools, investment preferences, risk perception, and adoption of digital platforms. The analysis revealed a significant influence of fintech and digitalization on investment decisions, with investors increasingly relying on digital platforms for portfolio management and decision-making due to convenience and real-time information availability. The study emphasized the need for mutual fund companies and policymakers to adapt their strategies to meet the evolving needs of investors in the digital age. However, it needed more depth in exploring the underlying mechanisms driving fintech and digitalization's Influence on investment decisions and overlooked broader implications for regulatory frameworks and market stability.

Liu et al. (Liu, Li, et al., 2023) explained that the companies with disinterested mutual fund investors tend to take more external ESG actions, leading to high ESG decoupling. Investors in mutual funds use the "threat of exit" as a governance tool to influence the decoupling of company ESG practices. Internal ESG initiatives were found to raise company value, while external ESG initiatives reduced the chance of a stock market crash. Companies with high degrees of ESG decoupling are often undervalued. The study helps regulators and policymakers reconsider ESG regulations to align them with core company operations better. It has practical implications for improving enterprises' ESG performance and long-term economic outcomes. However, it suggests premature recommendations for regulatory reevaluations without comprehensive validation.

Kasemharuethaisuk et al. (Kasemharuethaisuk, Samanchuen, et al., 2023) aimed to determine the characteristics motivating Thai investors to adopt the brokerage's digital investment services. It developed a conceptual model using the Technology Acceptance Model (TAM2) and relevant research on fintech and financial behaviour. Data was analyzed using partial least square structural equation modelling (PLS-SEM) and a questionnaire survey of Thai investors. The findings showed that, although perceived ease of use was not a significant factor, individual investors' propensity to use digital investing services was influenced by their perceptions of the services' utility, convenience, trust, and subjective norm. However, the cross-sectional data may only provide a snapshot of investors' attitudes and behaviours, limiting insights into longitudinal trends.

Hidayat et al. (Hidayat, Idrus, et al., 2023) investigated how relationship marketing, which enhances consumer value through ongoing communication, impacts switching barriers, customer happiness, trust, and retention. The findings demonstrated that relationship marketing positively affects trust, customer happiness, and switching barriers. Consequently, relationship marketing emerged as a critical exogenous variable to examine alongside other elements such as customer satisfaction, trust, and retention. Customer satisfaction strongly influences customer trust, with higher satisfaction leading to greater trust. However, the study's focus on relationship marketing might overlook other factors affecting customer trust, happiness, and retention. Additionally, its correlational analysis may limit the ability to establish causality and not account for potential downsides.

Fabian et al. (Fabian, Uchekukwu, et al., 2023) investigated the relationship between Nigerian investment bank performance and corporate outsourcing. Multiple regression analysis and a research design were employed to evaluate how outsourcing techniques affect Nigerian banks. The findings demonstrated that outsourcing is an effective strategy for businesses aiming to outperform the financial sector, particularly Nigerian investment banks. Banks should strategically deploy resources and collaborate with partners to reduce operational costs and enhance operational efficiency. However, the study on the outsourcing methods of Nigerian investment banks should have considered strategic goals such as market reach and specialized knowledge.

Riftiani et al. (Riftiani, Lestari, et al., 2020) explained the adoption of Sharia management principles in Islamic financial institutions and how, Mutual Fund Investment Services Products (BSM KC Kudus) has made significant progress in this area. The analysis revealed that BSM KC Kudus, an Islamic mutual fund product, adheres to Islamic standards when implementing Sharia management. This includes organizational functions (ensuring the structure aligns with Sharia contracts), planning functions (covering human resources, finance, and marketing), briefing functions (fostering employee attributes related to Allah SWT and interpersonal conduct), and supervision functions (emphasizing personal piety and employee oversight). By implementing Sharia management, the business achieves its market objectives and ensures compliance with Islamic standards.

Saputera et al. (Saputera, Amri, et al., 2021) examined how PT. Bank Central Asia Tbk, a bank in the Philippines, utilizes the Balanced Scorecard for performance assessment. The descriptive qualitative study, covering data from 2015 to 2020, used both primary and secondary data, employing a data analysis method and a case study approach. The findings indicated that the bank successfully implemented the Performance Management System (PMS) based on the Balanced Scorecard. As a

result, PT. Bank Central Asia Tbk increased its market share, improved financial performance, and stayed aligned with its vision and goals. The study also highlighted the importance of internal corporate processes, development, and learning in enhancing customer satisfaction and financial performance. However, the study may overlook potential challenges and simplify the organization's strategic objectives and competitive dynamics.

Thakor et al. (Thakor, 2022) examined the impact of organizational higher purpose on corporate governance. It reviewed the economics, finance, organizational behaviour, and management strategy literature to identify and define a higher purpose. Key research questions were addressed, and insights were summarized in the report. While maximizing shareholder wealth is distinct from a higher purpose, companies that successfully integrate a higher purpose make decisions that balance both objectives. However, a higher purpose should not be equated with charity; if misunderstood or used merely for "virtue signalling," it can undermine sustainability and governance.

Li et al. (Li, Ko, 2021) focused on the relationship between market orientation behaviour (MOB) and internal marketing mechanisms (IMM) in businesses. It explored how organizational citizenship behaviour (OCB), relational bond (RB), knowledge integration (KI), and relationship quality (RQ) interact with IMM to enhance service quality. The findings revealed that each predictor variable directly and significantly affects MOB. The IMM's moderating effects were significant when interacting with OCB and RB but not with RQ. Given the intense competition in today's market, corporate management should carefully balance OCB activities among employees, considering the adverse interaction effects of IMM and OCB.

Ayodeji et al. (Ayodeji, Emmanuel, et al., 2021) examined the impact of Total Quality Management (TQM) on First Bank Plc's organizational performance from 2010 to 2019. Data were collected through questionnaires and financial reports. The results revealed a significant relationship between employment involvement, teamwork, and trust with non-financial performance. TQM, through education and training, positively affected market share value, job commitment, and organizational sustainability. However, the study needed more research on factors affecting organizational performance, such as size, culture, and innovation. The study recommended investing in employee and customer training, development, and communication skills to enhance their knowledge base and ability to face challenges, thus staying ahead in the industry. Future research could further explore the impact of TQM on organizational performance. Table 2 represents Bank employees' Influence on Mutual funds and stocks.

Sl. No	Author's	Objective	Result	Limitation/Future scope
1.	Srivastav et al. [38]	Utilized a structured questionnaire survey to investigate the Influence of fintech and digitalization on mutual fund investors' decisions.	Fintech and digitalization significantly influence investment decisions, with investors favoring digital platforms for portfolio management due to convenience and real-time information.	The study needs a comprehensive understanding of the mechanisms of fintech influence and its broader implications for regulatory frameworks and market stability.
2.	Liu et al. [39]	Examined the impact of mutual fund investors on company ESG actions and the degree of ESG decoupling.	Companies with disinterested investors tend to engage in more external ESG actions, resulting in high ESG decoupling, while internal initiatives increase company value.	The recommendations for regulatory reevaluations may be premature without comprehensive validation.

3.	Kasemharuethaisuk et.al [40]	The study explored the factors driving Thai investors to adopt digital investment services using TAM2 and PLS-SEM.	The study found that investors' use of digital services is influenced by perceptions of utility, convenience, trust, and subjective norms, with ease of use being a minor factor.	The analysis of cross-sectional data needs to be improved to provide insights into longitudinal trends and evolving investor attitudes.
4.	Hidayat et al. [41]	The study examined the Influence of relationship marketing on customer trust, happiness, switching barriers, and retention.	Relationship marketing enhances trust and customer happiness and reduces switching barriers, with customer satisfaction significantly fostering trust.	Relationship marketing may overlook other factors affecting customer satisfaction and trust, and correlational analysis may limit causal conclusions.
5.	Fabian et al. [42]	The study investigated the correlation between Nigerian investment banks' performance and corporate outsourcing adoption.	Outsourcing is a cost-effective strategy for Nigerian investment banks, enhancing efficiency and reducing operational costs.	The strategy must adequately focus on achieving strategic goals such as market reach and specialized knowledge.
6.	Riftiani et al. [43]	The study examined the Sharia management principles in BSM KC Kudus' mutual fund investment services, focusing on their adherence to Islamic standards.	BSM KC Kudus upholds Islamic Sharia management standards in all operations, including organizational, planning, briefing, and supervision functions.	The information provided is limited to BSM KC Kudus and may not represent all Islamic mutual fund institutions.
7.	Saputera et al. [44]	Examined PT. Bank Central Asia Tbk's use of the Balanced Scorecard for performance assessment from 2015 to 2020.	The Balanced Scorecard facilitated the bank's growth, enhanced financial performance, and aligned with objectives by emphasizing the importance of internal processes and customer satisfaction.	The statement may overlook potential challenges, broader strategic objectives, and competitive dynamics.
8.	Thakor et al. [45]	The study examined the Influence of organizational higher purpose on corporate governance by reviewing literature from various fields.	Companies should consider integrating a higher purpose to balance shareholder wealth and organizational goals but avoid using it solely for "virtue signalling."	Misunderstanding a higher purpose with charity can lead to a lack of sustainability and governance.

9.	Li et al. [46]	Examined the correlation between market orientation behavior (MOB) and internal marketing mechanisms (IMM) in businesses, examining predictors such as OCB, RB, KI, and RQ.	The study found that each predictor variable significantly impacts MOB, with IMM's moderating effects being significant with OCB and RB but not with RQ.	The discussion is limited to the negative effects of interaction between IMM and OCB and their Influence on service quality.
10.	Ayodeji et al. [47]	Examined the Influence of Total Quality Management (TQM) on the performance of First Bank Plc from 2010 to 2019.	TQM enhances market share value, job commitment, and organizational sustainability, while employment involvement, teamwork, and trust significantly impact non-financial performance.	The study highlights the need for further research on factors directly influencing organizational performance, such as size, culture, and innovation.

As a result, the study on fintech and digitalization's Influence on investment decisions is limited and suggests premature recommendations for regulatory reevaluations without comprehensive validation. The cross-sectional data may provide only a snapshot of investors' attitudes and behaviours, limiting longitudinal trends. The study's focus on relationship marketing may overlook other factors influencing customer trust, happiness, and retention. It also overlooks strategic goals such as market reach and specialized knowledge. The study oversimplifies broader strategic objectives and competitive dynamics faced by organizations. Corporate management should balance outsourcing activities among employees due to the unfavourable effect of IMM and OCB on interaction. However, more research is needed on factors directly affecting organizational performance in size, culture, and innovation level. The study recommends investing in employee and customer training, development, and communication skills to strengthen their knowledge base and encourage them to face challenges.

2.4. Bank Employees' Influence on E-banking:

Pambudi et al. (Pambudi, Widayanti, et al., 2021) improved customer service and convenience through online transactions was granted by the Central Bank of Malaysia in 2000. In Indonesia, banking fosters harmony between corporate principles and values, eventually leading to spirituality. The norm when selecting a private bank is to cultivate solid relationships. In some cases, online banking can become mobile. Because of improved customer satisfaction and relationship-building, bank lobbying has declined. Moreover, the study examined CRM performance as a measure of customer relationship trust in online banking, emphasizing increasing e-banking service convenience and trust.

Lidiawan et al. (Lidiawan, Cempena, 2023) focused on how e- banking affects consumer value and business reputation. With 280 respondents who are Kediri-based BNI (Bank Negara Indonesia) clients, it employs a structural equation model. The findings indicated that the relationship between a company's reputation and customer value is moderated by e- banking. Utilizing Internet financial networks improves a business's standing. Positive contributions to consumer value also come from brand equity and service quality. Customer value functions as a kind of power of attorney and enhances a business's reputation. The results imply that e-banking may have a positive moderating effect on the banking sector.

Afroze et al. (Afroze, Abid, et al., 2021) investigated how security and privacy affect e-banking loyalty, emphasizing dependability and consumer satisfaction. Using random sampling, information was gathered from users of e-banking facilities. IBM SPSS and AMOS version 24 were utilized in the study's analysis. Using Hayes' PROCESS, the importance of mediation and moderation was confirmed.

The findings supported the mediated moderation model and showed how loyalty may be enhanced by guaranteeing client confidentiality and privacy and offering dependable service. The study's theoretical and practical ramifications are also covered.

Khan et al. (Khan, Arshad, et al., 2023) investigated how online banking clients in Pakistan during the COVID-19 pandemic relate to e-service quality and e-loyalty about e-satisfaction. Four hundred forty-two clients' data were gathered through a survey-based study. The bootstrapping approach of Preacher and Hayes, as well as the mediation technique of Baron and Kenny, were employed. The findings demonstrated that, with online satisfaction as the most important mediator, e-service quality strongly influences e-loyalty. This study assisted bankers in implementing efficient marketing plans to draw in new business and keep existing clients in atypical circumstances like the COVID-19 pandemic. The banking and service industries benefit scientifically from the findings.

Prasanth et al. (Prasanth, Sudhamathi, et al., 2021) focused on how Indian bank clients feel about Internet banking and which online banking platforms they prefer. Students' perceptions of banking facilities are shaped by the banks they use. A proportionate stratified random selection technique was employed in the study to choose 120 applicants for bank loans in India who were using Internet banking. Kolmogorov-Smirnov, NSQ, and Multivariate Analysis Test analyses were used to process the data. The study discovered that preferences for Internet banking are highly influenced by age, ethnicity, and income.

Mohapatra et al. (Mohapatra, Kumar, et al., 2024) employed stratified random selection and 374 participants, the banking industry has revolutionized by implementing Electronic Banking. The findings demonstrated that retention—which is impacted by effectiveness, dependability, and service quality—is directly impacted by customer satisfaction. The three main factors that affect retention are efficiency, quality, and dependability of service. The study determined four primary elements of e-banking: efficiency, customer satisfaction, service quality, and dependability. The significance of these elements in raising the banking industry's productivity and client happiness is highlighted by this study.

Widayanti et al. (Widayanti, Alam, et al., 2024) explored how E-Banking and service quality affect customer loyalty at Bank BRI Bukit Kemuning Unit in North Lampung. Using technology, especially E-Banking, has become essential to bank customer service improvement efforts. The quality of the services provided significantly impacts customer loyalty and satisfaction. Regression analysis was used to examine the data from a survey that forty clients completed. The findings showed that e-banking has a substantial and beneficial impact on customer loyalty, with higher levels of loyalty being associated with e-banking's increased acceptability and use.

Belbase et al. (Belbase, Paudel, et al.) studied how the Nepalese Commercial Bank's customers are affected by e-banking. Through the use of structured questionnaires, 200 respondents provided primary data. Personalization, convenience of use, cost, and security were the independent variables in this descriptive cause-and-effect research design. The most significant variable, security, had the greatest impact on satisfaction levels, which were positively correlated. This study underscored the significance of customer satisfaction in the banking sector in maintaining growth and expanding market share.

Oyedokun et al. (Oyedokun, Babatunde, et al., 2021) studied how eight Nigerian deposit money banks performed e-banking. Between 2011 and 2020, information was gathered via statistical bulletins and annual reports. Automated teller machines, mobile banking, online banking, and point of sale were used to gauge e-banking. The findings indicated that while online banking and ATMs had no discernible effect on bank performance, mobile banking and point of sale did. According to the survey, banks may function better through prudent resource management, client base expansion, and superior service delivery. It is suggested that customers be educated about electronic banking capabilities, that enabling environments be provided, and that service quality be improved.

Ismaili et al. (Ismaili, Spaho, et al., 2021) developed the information and communication technology and shifted from traditional financial services to online banking. Albanian banks have invested in upgrading their infrastructure and providing new online banking services. This study

investigates how frequently individual clients in Albania use electronic banking services and the advantages and disadvantages of doing so. It also assesses the impact of sociodemographic factors on the frequency of usage. The study focused on people who use financial services and have bank accounts. ATMs are the most popular electronic banking service, with mobile and EPOS coming in second and third. Experienced customers are more likely to use e-banking services than clients over thirty. The results can inform the development of electronic banking promotion plans, especially for online and mobile banking. Table 3 represents the influence of bank employees on e-banking.

Sl.No	Author's	Objective	Result	Limitation/Future scope
1.	Pambudi et al. [48]	Examined the effectiveness of CRM performance in assessing customer relationship trust in online banking.	The reduction of bank lobbying is attributed to enhanced customer satisfaction and relationship building.	The study must comprehensively analyze the intricate mechanisms by which CRM influences e-banking trust and convenience.
2.	Lidiawan et al. [49]	Explored the impact of e-banking on consumer value and business reputation.	E-banking enhances a business's reputation and positively impacts consumer value.	The study is restricted to BNI clients in Kediri, and its results may not apply to other regions or banks.
3.	Afroze et al. [50]	Investigated the impact of security and privacy on e-banking loyalty, focusing on its reliability and consumer satisfaction.	Ensuring client confidentiality and privacy, as well as providing reliable service, can significantly boost loyalty.	The study primarily focuses on mediation and moderation effects, neglecting to explore other influencing factors.
4.	Khan et al. [51]	Investigated the correlation between e-service quality, e-satisfaction, and e-loyalty among online banking customers in Pakistan during the Covid-19 pandemic.	The quality of e-services significantly influences e-loyalty, with online satisfaction being the most crucial mediator.	Specific to the COVID-19 pandemic period, findings may not apply to normal conditions.
5.	Prasanth et al. [52]	Focused on the preferences of Indian bank clients regarding Internet banking platforms.	Age, ethnicity, and income significantly influence the preference for convenience.	The sample size and scope may not fully represent the diverse preferences of Indian bank clients.
6.	Mohapatra et al. [53]	Explored the Influence of Electronic Banking on customer satisfaction and retention.	Retention is significantly influenced by efficiency, customer satisfaction, service quality, and dependability.	The focus is on specific factors without considering potential external influences or broader market conditions.
7.	Widayanti et al. [54]	Investigated the Influence of e-banking and service quality on customer loyalty at Bank BRI Bukit Kemuning Unit.	E-banking significantly enhances customer loyalty, with higher levels linked to increased acceptability and usage.	The sample size and focus on one bank unit may not accurately represent broader trends.
8.	Belbase et al. [55]	Investigated the impact of e-banking on customers of	The satisfaction levels are significantly influenced by security.	The study is specific to the Nepalese Commercial Bank, and its findings

		Nepalese Commercial Bank.		may not apply to other banks or regions.
9.	Oyedokun et al. [56]	Investigated the performance of e-banking in eight Nigerian deposit money banks.	Mobile banking and point of sale significantly influence bank performance, while online banking and ATMs do not.	The study needs to investigate the reasons behind the ineffectiveness of online banking and ATMs in Nigerian banks.
10.	Ismaili et al. [57]	Examined the frequency and impact of e-banking services in Albanian banks.	ATMs are the most popular form of banking, followed by mobile and EPOS, with experienced customers using e-banking more frequently.	The study is specific to Albanian banks and their clients and may not apply to other regions or demographics.

3. Summary

Four major areas were examined in this assessment of how bank workers affect consumers' decisions about financial products: e-banking, mutual funds and stocks, the national pension system, and loan selection. The evaluation emphasized e-banking, which indicates the growing significance of digital banking services in the current financial environment. In loan selection processing, due to potential bias, pressure to select a bank's loan because of past ties or loyalty, and advertising of the bank's loan products, bank employees' ability to influence clients' loan decisions may be limited. Transparency concerns and possible conflicts of interest may impact the autonomy and decision-making of customers. Customers should be cautious and seek independent guidance to ensure that their financial decisions align with their goals and financial situation. Customers should proceed with care and seek independent advice, even while bank workers can provide valuable assistance. In national pension system processing, due to a lack of knowledge, probable bias, and a lack of comparison between pension plans, bank personnel's ability to influence clients over the national pension system may be limited. Bank workers may always choose their pension plans, even if they don't meet their client's long-term financial objectives. Customers might need more assistance enrolling in or managing their pension plans, and conflicts of interest could also occur. Customers ought to consult independent experts and researchers to make well-informed retirement selections. In mutual funds and stock processing, Influence from bank workers on clients' investment choices may result in problems including inadequate knowledge, possible prejudice, ignoring risk and diversification, and a lack of awareness of how complicated investing is. These elements may lead to insufficient or deceptive advice, leaving clients feeling uninformed or unable to make wise choices. Customers should use caution when making investment selections and consult independent financial experts for more advice on how to match their portfolios to their long-term goals and risk tolerance.

Hence, in e-banking processing, the significant focus placed by bank staff members on e-banking is a calculated reaction to the evolving banking services market. Because e-banking offers so many benefits and conveniences, banks and customers are increasingly using it. With e-banking, banks may increase consumer reach through online channels, streamline operations, and cut expenses related to operating physical branches. This supports the efforts made by banks to adjust to changing customer demands and technology developments in the banking sector. E-Banking has revolutionized how banks deliver services and engage with customers. As a result, banks are now better positioned to offer more convenient, accessible, and personalized services, reducing the need for in-person visits and enhancing the overall customer experience. From the client's perspective, online banking provides unrivalled accessibility and ease. Customers can access various financial services and transactions via e-banking platforms using their computers or cell phones at home or while on the road. These services include checking account balances, transferring money between accounts, paying bills, applying for credit cards or loans, and even investing in financial goods like stocks or mutual funds. Customers may handle their

accounts more effectively and save time using e-banking instead of going to conventional bank branches because of its convenience.

Furthermore, e-banking platforms frequently provide a wide range of unique features designed to satisfy the various demands of users. Customizable these capabilities include customizable account settings, real-time transaction alerts, financial planning calculators, budgeting tools, and safe messaging platforms for dealing with bank staff. E-banking sessions give users a personalized and easy-to-use experience that improves their happiness with banking by providing such customized features. E-banking offers a more streamlined and effective option than traditional banking, which may include lengthy lines, restricted hours, and physical paperwork. To receive banking services, customers are no longer required to stand in line or follow the restrictions of branch working hours. Alternatively, customers can use any location with internet connectivity to execute transactions whenever it suits them, day or night. Due to its accessibility and flexibility, e-banking is especially popular with consumers who lead hectic lives or live in distant places with limited physical bank offices. The considerable focus that bank employees place on e-banking across various realms, including loan selection, the national pension system, mutual funds and stocks, and e-banking itself, yields several significant outcomes in digital banking services.

4. Conclusion

In conclusion, this comprehensive review underscores the pivotal role of bank employees in driving the adoption and usage of e-banking services across various financial sectors. By analyzing strategies such as loan selection, national pension systems, mutual funds, stocks, and direct promotion of e-banking, the review highlights the significant contributions of bank employees to increased customer adoption rates and improved digital literacy. These efforts enhance operational efficiency, lead to substantial cost savings for banks, and strengthen customer relationships. The findings underscore the transformative impact of e-banking on the banking industry, emphasizing the evolving dynamics of customer-bank interactions in the digital era and emphasized that e-banking has significantly transformed the banking industry by enhancing operational efficiency, convenience, and customer accessibility and provided significant contributions to theories of digital transformation, customer behavior, and service innovation within the banking sector. The effectiveness of mentorship appears to vary across different banking sectors and roles, with some studies finding that mentorship has a more significant impact in specific contexts, such as investment banking, compared to retail banking. HR professionals in the banking sector should implement structured mentorship programs that pair experienced mentors with mentees based on skills, roles, and career goals to enhance financial decision-making capabilities. They should also provide ongoing mentor training to ensure that mentors are equipped with the skills needed to guide effectively and support professional development. This review emphasises the importance of mentorship in improving financial decision-making in the banking sector. It demonstrates how good mentoring may help individuals improve their analytical skills and decision-making abilities, resulting in better financial outcomes for customers and organisations. The study also found that structured mentorship programs can improve operational efficiency and promote stronger client relationships. This review provides valuable insights into bank employees' critical role in facilitating the widespread adoption and utilization of e-banking services, ultimately contributing to the modernization and competitiveness of banking practices.

Notes:

- BNI- Bank Negara Indonesia
- CSF- Critical Success Factors
- MOB- Market Orientation Behavior
- IMM- Internal Marketing Mechanisms
- TQM- Total Quality Management

References

- Afni, M., & Maulina, R. (2023). Analysis of Customer Decisions in Taking over Pension Financing. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3), 1305-1310.
- Afroze, M., Abid, G., Rehman, S., & Elahi, N.S. (2021). Impact of privacy and security on e-banking loyalty: the mediating role of customer satisfaction and moderation of reliability. *Journal of ISOSS*, 7(2), 257-280.
- Ahmed, S., Majeed, M.E., Thalassinou, E., & Thalassinou, Y. (2021). The impact of bank-specific and macro-economic factors on nonperforming loans in the banking sector: evidence from an emerging economy. *Journal of Risk and Financial Management*, 14(5), 217.
- Alshebmi, A.S., Adam, M.H.M., Mustafa, A.M., & Abdelmaksoud, M.T.D.O.E. (2020). Assessing the nonperforming loans and their effect on banks profitability: Empirical evidence from the Saudi Arabia banking sector. *International Journal of Innovation, Creativity and Change*, 11(8), 69-93.
- Amin, H. (2020). Critical success factors for the receptiveness of Islamic home financing in Malaysia. *International Journal of Emerging Markets*, 15(5), 849-873.
- Asemota, G., Erhi, M., & Ihensekhien, O. (2023). Do Commercial Banks' Nonperforming Loans Respond to Environmental Financial and Economic Influences in the Sub-Saharan Region of Africa? *Acta Universitatis Danubius. Œconomica*, 19(2), 269-288.
- Ayodeji, I.O., Emmanuel, O.O., & Olajire, E.O. (2021). Impact of total quality management on organizational performance. *International Journal of Research in Commerce and Management Studies*, 3(3), 21-32.
- Battisti, E., Graziano, E. A., Leonidou, E., Stylianou, I., & Pereira, V. (2021). International marketing studies in banking and finance: a comprehensive review and integrative framework. *International Marketing Review*, 38(5), 1047-1081.
- Belbase, N., & Paudel, S. Impact of E-banking on customer satisfaction.
- Choi, J. W., Hyun, S., & Park, J. H. Exploring the Impact of Information Environment on ESG Disclosure Behavior: Evidence from National Pensions and Foreign Investors. *Available at SSRN 4551906*.
- Dansana, D., Patro, S.G.K., Mishra, B.K., Prasad, V., Razak, A., & Wodajo, A.W. (2024). Analyzing the impact of loan features on bank loan prediction using the R Random Forest algorithm. *Engineering Reports*, 6(2), e12707.
- Egli, F., Schärer, D., & Steffen, B. (2022). Determinants of fossil fuel divestment in European pension funds. *Ecological Economics*, 191, 107237.
- Emmanuel Uzoma, M., Olushola, O.A., & Chikamnele, I.O. (2022). Financial inclusion: a panacea for economic growth in Nigeria (2004–2020): an empirical review. *South Asian Journal of Social Studies and Economics*, 13(2), 43-55.
- Erdoğan, S., Gedikli, A., Yildirim, S., Yildirim, D. Ç., Yılmaz Genç, S., Haykir Hobikoğlu, E., & Erdoğan, F. (2020). A Review of Participation Banking Through Customer Perspective: The Case of Kocaeli Province. *Bilimname*, 41(1).
- Fabian, A.A., Uchechukwu, E.S., Okoye, C.C., & Okeke, N.M. (2023). Corporate Outsourcing and Organizational Performance in Nigerian Investment Banks. *Sch J Econ Bus Manag*, 10(3), 46-57.

- Hermawati, A. (2022). The Influence of complaint handling, marketing communication and trust on loyalty (marketing management literature review). *Dinasti International Journal of Management Science*, 4(2), 286-296.
- Hidayat, K., & Idrus, M.I. (2023). The effect of relationship marketing towards switching barriers, customer satisfaction, and customer trust on bank customers. *Journal of Innovation and Entrepreneurship*, 12(1), 29.
- Iqbal, M.S., & Fikri, S.M. (2023). Comparison of Credit Risk Management Practices among Pakistan's Islamic and Public Commercial Banks. *International Journal of Management Research and Emerging Sciences*, 13(3).
- Ismaili, E., & Spaho, A.B. (2021). Factors influencing the frequency of use of e-banking services in Albania. In *RTA-CSIT*, 52-6.
- Javaid, M., Haleem, A., Singh, R.P., Suman, R., & Khan, S. (2022). A review of Blockchain Technology applications for financial services. *Bench Council Transactions on Benchmarks, Standards and Evaluations*, 2(3), 100073.
- Kasemharuethaisuk, H., & Samanchuen, T. (2023). Factors Influencing Behavior Intention in Digital Investment Services of Mutual Fund Distributors Adoption in Thailand. *Sustainability*, 15(3), 2279.
- Katamadze, D., Abuselidze, G., Katamadze, G., & Slobodanyk, A. (2021). Challenges and prospects of e-commerce management in the banking sector. *Economics and Management*, 18(1), 19-32.
- Khan, F.N., Arshad, M.U., & Munir, M. (2023). Impact of e-service quality on e-loyalty of online banking customers in Pakistan during the Covid-19 pandemic: mediating role of e-satisfaction. *Future Business Journal*, 9(1), 23.
- Kissi, J., Dai, B., Boamah, K. B., Owusu-Marfo, J., & Asare, I. (2018). An Integrated Cloud-Based Platform for Managing Employees Pension Schemes: The Case of Ghana. *Australian Journal of Economics and Management Sciences*, 8(1).
- Königstorfer, F., & Thalmann, S. (2020). Applications of Artificial Intelligence in commercial banks—A research agenda for behavioural finance. *Journal of behavioral and experimental finance*, 27, 100352.
- Kuhlmann, J., & Nullmeier, F. (2021). A mechanism-based approach to comparing national pension systems in Vietnam and Sri Lanka. *Social Policy & Administration*, 55(6), 1036-1049.
- Kumalasari, F.I., & Dirgantara, I.M.B. (2021). Study Of Social Cultural Environmental Phenomenology On Credit Decision Making At Bank Central Asia Tbk Office Region Ii Semarang—*International Journal of Economics, Business and Accounting Research (IJEBAAR)*, 5(4).
- Kumar, S., Srivastava, M., & Prakash, V. (2023). Challenges and opportunities for mutual fund investment and the role of Industry 4.0 to recommend the individual for speculation. *New Horizons for Industry 4.0 in Modern Business*, 69-98.
- Li, E.Y., & Ko, S.F. (2021). Employee's market orientation behaviour and firm's internal marketing mechanism: A multilevel perspective of job performance theory. *Sustainability*, 13(12), 6972.
- Lidiawan, A.R., & Cempena, I.B. (2023). Does e-banking moderate customer value relations with corporate reputation: The case of BNI bank in Kediri City, Indonesia. *International Journal of Applied Economics, Finance and Accounting*, 16(2), 288-296.
- Liu, Y., Li, W., & Meng, Q. (2023). Influence of distracted mutual fund investors on corporate ESG decoupling: evidence from China. *Sustainability Accounting, Management and Policy Journal*, 14(1), 184-215.

- Mahtab, N., & Abdullah, M. (2016). Marketing of Financial and Banking Products: An Example from Bangladeshi Bank. *J Account Mark*, 5, 159.
- Mangla, N., & Indapurkar, K. (2024). Impact of Macroeconomic Variables on Performance of Pension Funds: an Econometric Analysis. *SPAST Reports*, 1(1).
- Mittal, G., & Gupta, P. (2022). Impact of Economic Variables on Retirement Planning of Salaried Employees. *Journal of Social Commerce*, 2(4), 183-192.
- Mohapatra, S., Kumar, A., Shirmila, T., Rroy, A.D., & Hota, S.L. (2024). The mediating role of customer satisfaction for a sustainable e-banking performance. *Environment and Social Psychology*, 9(6).
- Muthama, K., & Warui, F. (2021). Influence of lending terms on loan performance of microfinance institutions in Kisii County (Case Study; Kenya Women Microfinance Bank). *International Academic Journal of Economics and Finance*, 3(7), 21-44.
- Nain, I., & Rajan, S. (2024). A Scoping Review on Factors Affecting Robo-advisors' Adoption for Financial Decision-Making. *Scientific Papers of the University of Pardubice, Series D: Faculty of Economics and Administration*, 32(1).
- Nain, I., & Rajan, S. (2024). A Scoping Review on Factors Affecting Robo-advisors' Adoption for Financial Decision-Making. *Scientific Papers of the University of Pardubice, Series D: Faculty of Economics and Administration*, 32(1).
- Ojiaku, O.C., Olise, M.C., & Abuchi, N.P. (2015). Customers Expectation and Services Performance in Pension Fund Administration (PFA) in Southeast Nigeria. *Business and Economic Research*, 5(2), 191-206.
- Oyedokun, G.E., Babatunde, O., & Adeolu-Akande, M.A. (2021). E-banking services and performance of deposit money banks in Nigeria. *Global Res J Accounting Finance*, 2, 80-92.
- Pambudi, A., Widayanti, R., & Edastama, P. (2021). Trust and acceptance of E-banking technology effect of mediation on customer relationship management performance. *ADI Journal on Recent Innovation*, 3(1), 87-96.
- Patgiri, A., & Gogoi, P. (2021). Investment Behaviour of National Payment System Subscribers under All Citizen Model. *Webology*, 18(5).
- Prasanth, S., & Sudhamathi, S. (2021). Analysis of Indian bank customer's attitude towards e-banking. *Shanlax International Journal of Management*, 8(4), 82-89.
- Rani, M., & Siwach, M. (2023). Financial literacy in India: a review of literature. *Economic and Regional Studies/Studia Ekonomiczne i Regionalne*, 16(3), 446-458.
- Rani, M., & Siwach, M. (2023). Financial literacy in India: a review of literature. *Economic and Regional Studies/Studia Ekonomiczne i Regionalne*, 16(3), 446-458.
- Riftiani, R.I., Lestari, D.P., & Hana, K.F. (2020). Implementation of Sharia Management in Islamic Mutual Fund Products. *Journal of Finance and Islamic Banking*, 3(1), 77-94.
- Sabri, M., Wijekoon, R., & Rahim, H. (2020). The Influence of money attitude, financial practices, self-efficacy and emotional coping on employees' economic well-being. *Management Science Letters*, 10(4), 889-900.
- Salim, K., Disli, M., Ng, A., Dewandaru, G., & Nkoba, M. A. (2023). The impact of sustainable banking practices on bank stability. *Renewable and Sustainable Energy Reviews*, 178, 113249.

- Sánchez-Obando, J. W., Duque-Méndez, N. D., & Tapasco-Rueda, A. X. (2023). Fintech and Start-ups: A Systematic Literature Review. *Apuntes Del CENES*, 42(76), 173-198.
- Saputera, D., Amri, W.A.A., Affandi, R.N., & Alam, G.N. (2021). Balance Scorecard a Tool for Performance Evaluation: A Specific Geographical Setting Case Study on Bank Central Asia Tbk, Indonesia. *rigeo*, 11(1), 469-483.
- Sarhan, A.A., & Al-Najjar, B. (2023). The Influence of corporate governance and shareholding structure on corporate social responsibility: The critical role of executive compensation. *International Journal of Finance & Economics*, 28(4), 4532-4556.
- Shakeel, A. (2022). A Study of Banking Sector In India—An Overview Of Their Performance.
- Srivastav, S.K., Habil, M., Thakur, P., Jain, J.K., & Saini, R. Analyzing the Influence of Fintech & Digitalization on Investment Choice Decisions of Mutual Fund Investors.
- Thakor, A.V. (2022). Higher purpose means the greater good and finance. *European Corporate Governance Institute—Finance Working Paper*, (824).
- Tien, N.H., Anh, D.B.H., Vu, N.T., On, P.V., Duc, P.M., & Hung, N.T. (2021). Customer service culture at VIB Bank in Vietnam. *Himalayan Journal of Economics and Business Management*, 2(4), 44-51.
- Widayanti, A., & Alam, I.A. (2024). The Influence of E-Banking and Service Quality on Loyalty in Bank Bri Unit Bukit Kemuning Lampung Utara Customers. *Formosa Journal of Multidisciplinary Research*, 3(2), 305-316.
- Yaşar, B. (2021). Impact investing: A review of the current state and opportunities for development. *Istanbul Business Research*, 50(1), 177-196.