

## Article

# Improvement of Methodological Basis of Implementation of Modern Banking Services in Commercial Banks

Umarov Abdulkuddus Abdilhatovich<sup>1</sup>

1. Andijon State Technical Institute, "Management" department associate professor

**Abstract:** In the article modern economic in the circumstances business banking services in banks current verb theoretical and methodological basics research done Banking services current verb process customers need to identify them segmentation, service characteristics formation, digital channels through presentation verb and effectiveness his/her grade stages based on organized. In this city, banking services popularity and competitiveness in providing of service convenience, speed, affordability, reliability, transparency and territorial and digital scope important criteria as based on On this basis modern banking services current verb step by step methodological approach offer done.

**Keywords:** commercial bank, banking services , modern banking services , digital banking, client need , segmentation, financial services , services Popularity , competitiveness , methodology.

## 1. Introduction

World finance in the system of digital transformation processes acceleration , financial of technologies expansion and from consumer banking use methods change commerce banks in activity services organization to do was approaches again seeing to leave demand is doing Today's in the circumstances the bank in the market activity only financial resources attraction to do and placement with limitedly not only to the individual needs of the client suitable , fast and digital in the form of present to be done services system to shape also in view It will catch .

This point provision of banking services current to do new the product to practice of introduction simple process as not , but the client need from studying starting the service form , present verb , to evaluate and to improvement was mutual related processes complex as research verb necessary . This approach banking services client at the request of adaptation with one in line with bank resources effective use , operational processes optimization and service to show adjective increase possible gives .

banking system of Uzbekistan also present on the way step by step institutional and technological changes to do increased . In particular , in the resolution No. PP-2344 of May 6 , 2015 commerce banks financial stability and reliability increase the resource base reinforcement and banking activities international to standards coordination issues by designating given This is it document later in 2020 own strength lost though the banking system stability and resource base to develop directed institutional of measures important stage represents .

**Citation:** Abdilhatovich, U. A. Improvement of Methodological Basis of Implementation of Modern Banking Services in Commercial Banks. American Journal of Economics and Business Management 2026, 9(9), 1042-1052.

Received: 26<sup>th</sup> Jun 2026

Revised: 20<sup>th</sup> Jul 2026

Accepted: 27<sup>th</sup> Aug 2026

Published: 30<sup>th</sup> Sep 2026



**Copyright:** © 2026 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license

(<https://creativecommons.org/licenses/by/4.0/>)

Resolution No. PP-3270 of September 12, 2017 and the banking system development and stability increase with together banking services spectrum expansion , services adjective improve , customers with relationships improvement and banking services attractiveness increase duties defined . Also this the tariff policy of banking services in the document optimization through new customers attraction to do issue also in view eclipsed.

Banking services population and entrepreneurship subjects for public opinion increase The issue was resolved in Resolution No. PP-3620 of March 23 , 2018 further exactly expressed . Bank services in the document showing market mechanisms current verb , services types expansion and population and entrepreneurship of subjects financial openness to increase directed measures determined .

Transformation of the banking system Decree No. PF-5992 of May 12 , 2020 with approved for 2020–2025 intended banking system reform to do strategy separately to the point owner it happened It includes modernization of banking services , banking infrastructure improvement of business processes automation , remote banking services expansion , digital identity and such as automated scoring technological solutions current verb dominant tasks as determined .

This is normative and legal of the basics from analysis It seems that in the banking system of Uzbekistan services development process little by little financial stability provision → services spectrum extension → services public opinion augmentation → digitization and automation → to the client directed service to show stages with rich went.

However modern banking services current in verb only technological of possibilities existence enough not. The new service first of all, its effectiveness client to their needs compatibility, use convenience, service to show speed, costs level, reliability and digital and territorial scope with is determined. Therefore, banking services current verb methodology one how many mutual related criteria based on formation necessary.

The methodological foundations of modern banking services have been studied in the scientific literature from different perspectives, including customer-oriented banking, service quality, digital transformation, financial inclusion, banking competitiveness, and the efficiency of technological innovations. The development of modern banking services is increasingly associated not only with the introduction of new financial products but also with the transformation of the mechanisms through which banks identify customer needs, design services, deliver them through appropriate channels, and evaluate their economic effectiveness.

A significant part of the literature emphasizes the importance of a customer-oriented approach in banking service development. In traditional banking models, the organization of services was primarily determined by the internal capabilities and product structures of financial institutions. However, modern banking increasingly requires the identification of specific customer needs and the adaptation of products and delivery channels to different customer groups. In this regard, customer segmentation is considered an important methodological instrument that enables banks to differentiate their service offerings according to income, age, occupation, geographical location, financial literacy, transaction behavior and level of digital activity [1].

The regulatory and institutional development of the banking sector in Uzbekistan has also created important methodological prerequisites for improving banking services. In particular, the Presidential Resolution No. PP-2344 of May 6, 2015 focused on strengthening the financial stability of commercial banks, developing their resource base and improving the organization of banking activities. Although the document primarily addressed issues of banking stability, its provisions created an institutional environment for improving the quality and reliability of banking services. From a methodological perspective, financial stability can be considered an important prerequisite for the sustainable provision of banking services and the expansion of their range.

The subsequent development of the banking sector placed greater emphasis on improving the quality and attractiveness of banking services. The Presidential Resolution No. PP-3270 of September 12, 2017 identified measures aimed at further developing and increasing the stability of the banking system, including the expansion of banking services and improvement of relations between banks and customers [2]. The importance of this document for the research topic is associated with the gradual transition from a predominantly institution-oriented approach toward a more competitive and customer-oriented banking service model.

Another important stage was associated with measures aimed directly at increasing the popularity of banking services among the population and business entities. The Presidential Resolution No. PP-3620 of March 23, 2018 established additional measures to increase the popularity of banking services and expand their accessibility [3]. The provisions of this document demonstrate that the development of banking services should be considered not only in terms of the number of available products but also from the perspective of their accessibility, convenience and suitability for different groups of customers. Therefore, the methodological assessment of modern banking services should include indicators reflecting accessibility, convenience, reliability and customer satisfaction.

The transformation of banking services has received particular attention in the context of digitalization. The Presidential Decree No. PF-5992 of May 12, 2020, which approved the Strategy for Reforming the Banking System of the Republic of Uzbekistan for 2020–2025, identified modernization of banking services, automation of business processes and expansion of remote banking services among important areas of banking sector transformation [4]. These directions indicate that digital technologies should be considered not as an independent technological objective, but as an instrument for improving the efficiency and accessibility of financial services.

International research also demonstrates that digital transformation changes the traditional relationship between banks and their customers. Digital banking enables customers to obtain financial services without visiting physical branches, while banks can process transactions and analyze customer behavior using digital data. Consequently, the methodological basis for introducing modern banking services should take into account not only the technological availability of a particular channel but also the extent to which the channel reduces transaction costs, saves customers' time and improves service accessibility [5].

The literature on service quality emphasizes that customer perception is an important component of evaluating banking services. Parasuraman, Zeithaml and Berry developed the SERVQUAL approach, according to which service quality can be assessed through dimensions such as reliability, responsiveness, assurance, empathy and tangibles [6]. Although the model was developed as a general service-quality framework, its methodological principles can be applied to banking because banking services are characterized by a high degree of customer interaction, trust and dependence on service reliability.

Cronin and Taylor further developed the discussion of service quality measurement by proposing an approach focused on service performance rather than solely on the difference between expectations and perceptions [7]. Their research demonstrates the importance of measuring actual service performance when evaluating customer satisfaction. For banking services, this approach can be adapted through indicators such as transaction processing speed, accessibility of digital channels, reliability of payment systems, quality of customer support and frequency of technical problems.

The issue of customer satisfaction is closely related to the competitiveness of commercial banks. Anderson, Fornell and Lehmann demonstrated that customer satisfaction can be considered an important economic factor associated with customer behavior and business performance [8]. In the banking sector, satisfied customers may be

more inclined to continue using financial services, maintain relationships with a particular bank and use additional products. Therefore, customer satisfaction should be incorporated into the methodological system for assessing the effectiveness of modern banking services.

The development of electronic and digital banking has expanded the methodological understanding of service accessibility. Pikkarainen et al. identified several factors affecting customer acceptance of online banking, including perceived usefulness, ease of use and the availability of appropriate information [9]. These findings are particularly relevant to modern banking because the effectiveness of a digital service depends not simply on its technological existence but also on whether customers can easily understand and use it.

Similarly, research on mobile banking emphasizes the role of perceived usefulness, ease of use, trust and security in customers' decisions to adopt digital financial services [10]. From this perspective, the introduction of mobile banking, internet banking, QR payments and contactless payment technologies should be evaluated through a combination of technological and economic indicators. Such an approach makes it possible to determine whether the implementation of a digital channel actually contributes to improving customer service and banking efficiency.

The role of trust is particularly significant in the banking sector because customers transfer and store financial resources through banking institutions. Gefen, Karahanna and Straub demonstrated that trust and perceived usefulness play an important role in users' acceptance of online services [11]. In banking, this principle is directly connected with the reliability of digital channels, information security, transparency of transactions and protection of customer data. Therefore, methodological assessment of modern banking services should include reliability and security as important components alongside price and convenience.

Financial inclusion represents another important direction in the development of banking services. The World Bank emphasizes the importance of access to financial services for households and businesses and identifies digital financial services as one of the mechanisms capable of expanding financial inclusion [12]. This suggests that the geographical and digital coverage of banking services should be considered as separate methodological dimensions. A banking service may be technologically advanced but still have limited practical impact if certain customer groups lack access to the necessary digital infrastructure or financial knowledge.

The literature also indicates that digitalization can change the cost structure of banking operations. Digital channels may reduce the need for certain traditional branch-based operations and facilitate the automation of routine transactions. At the same time, the transition to digital banking requires investments in information systems, cybersecurity, digital infrastructure and employee competencies. Therefore, the effectiveness of digital banking services should be assessed through a combination of benefits and associated costs rather than by the number of digital services alone [13].

From the methodological perspective, the above-mentioned studies allow modern banking service implementation to be viewed as a multi-stage process. The first stage involves identifying customer needs; the second involves segmenting customers according to relevant characteristics; the third involves evaluating the parameters of existing or proposed services; the fourth involves adapting services to particular customer segments; the fifth involves selecting and implementing appropriate digital delivery channels; and the final stage involves evaluating economic and social effectiveness. Such a sequence integrates customer-oriented, technological and economic approaches into a single methodological framework.

At the same time, the analysis of the literature shows that existing approaches frequently examine individual aspects of banking services separately. Some studies focus primarily on service quality, others on customer satisfaction, digital adoption, financial inclusion or technological innovation. Therefore, there remains a methodological need for

an integrated approach that combines customer needs, segmentation, service parameters, individualization, digital channels and effectiveness assessment within one continuous management cycle.

For commercial banks operating in a rapidly changing financial environment, such an integrated methodology can provide a basis for making decisions about the introduction, modification and expansion of banking services. In this context, the effectiveness of a modern banking service can be conceptually represented as a function of several interconnected factors: customer satisfaction, accessibility, speed, convenience, reliability, affordability, transparency, digital coverage and economic efficiency. This approach corresponds to the contemporary transformation of banking from a product-oriented model toward a customer-oriented and digitally integrated service model.

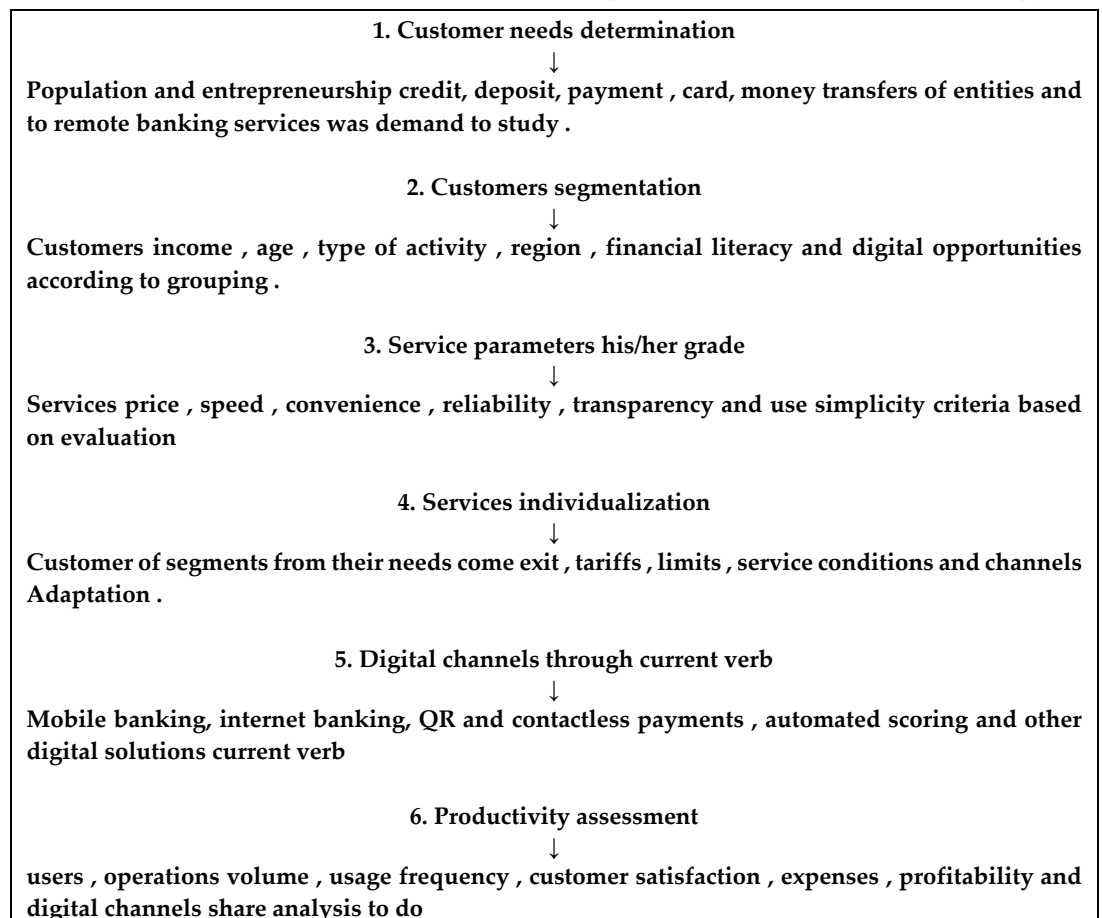
Thus, the literature review demonstrates that the methodological improvement of modern banking service implementation requires the integration of three major approaches: the customer-oriented approach, which focuses on identifying and satisfying customer needs; the technological approach, which emphasizes digital channels and automation; and the economic approach, which evaluates the efficiency, costs and results of service provision. Combining these approaches creates the methodological basis for the proposed sequence of “need identification – segmentation – evaluation – personalization – digital implementation – effectiveness assessment” in commercial banks.

## 2. Materials and Methods

Research systematic approach, comparative analysis, grouping, segmentation, expert assessment and economic analysis from the methods use based on modern banking services current verb of the process main stages formed .

Table 1. approach according to modern banking services current verb methodology following in succession actually increase to the goal suitable :

**Table 1. Commerce in banks modern banking services current verb methodology**



Thus, modern banking services current verb the process only “new” service “create” with restriction not, but the need from determining beginning, service effectiveness until the assessment was continuous as a control loop look scientific and methodological in terms of acceptable is considered.

#### Scientific approach

Research as a result offer being done methodological approach main different aspect because it provides banking services current verb process technological, to the client directed and economic efficiency criteria mutual unity based on is being considered. In this case, the services current verb efficiency following generalized functional dependence through expression possible.[14]

### 3. Result and Discussion

The analysis of modern banking services demonstrates that the effectiveness of their implementation depends on the degree of consistency between customer needs, service characteristics, technological capabilities and economic efficiency. In this regard, the implementation of a banking service should not be interpreted as a one-time process associated only with the introduction of a new product. Rather, it represents a continuous management process in which customer demand is identified, customers are segmented, service parameters are evaluated, the service is adapted to specific groups, appropriate delivery channels are selected, and the final results are monitored.

The first important element of this process is the identification of customer needs. Customers of commercial banks differ considerably in terms of income, occupation, age, geographical location, financial literacy and digital capabilities. Consequently, a uniform banking service model may not provide the same level of value for all customer groups. The development of banking services should therefore begin with systematic collection and analysis of information about customer expectations, financial behavior and demand for specific products.

In the context of Uzbekistan, increasing the popularity and accessibility of banking services has been identified as an important direction of banking sector development [15]. The regulatory framework also emphasizes the expansion of banking services and improvement of relations between commercial banks and customers. These directions create a methodological basis for considering customer needs as the starting point of the modern banking service implementation process.

Customer demand can be examined through several groups of banking products. These include credit services, deposit products, payment and settlement services, bank cards, money transfers, foreign exchange operations and remote banking services. Each group has specific customer requirements. For example, customers using payment services may primarily require speed and convenience, whereas customers using credit products may pay greater attention to interest rates, repayment conditions, transparency and processing time.

The Table 2. second stage is customer segmentation. Segmentation allows commercial banks to divide the customer base into relatively homogeneous groups and subsequently develop differentiated service models for each group. In methodological terms, segmentation can be based on demographic, economic, geographical and behavioral characteristics.

**Table 2. Main criteria for segmentation of commercial bank customers**

| <b>Segmentation criterion</b> | <b>Main characteristics</b>            | <b>Possible banking service orientation</b>          |
|-------------------------------|----------------------------------------|------------------------------------------------------|
| Income level                  | Low, medium and high income            | Differentiated tariffs, deposits and credit products |
| Age                           | Young, middle-aged and older customers | Digital, traditional and mixed service channels      |

| Segmentation criterion | Main characteristics                                             | Possible banking service orientation        |
|------------------------|------------------------------------------------------------------|---------------------------------------------|
| Type of activity       | Employees, entrepreneurs, self-employed persons and other groups | Specialized financial products              |
| Geographical location  | Urban, suburban and rural customers                              | Branch and remote banking services          |
| Financial literacy     | Low, medium and high                                             | Simplified or advanced service interfaces   |
| Digital capability     | Low, medium and high                                             | Mobile, internet and other digital channels |
| Transaction behavior   | Low, medium and high activity                                    | Individualized tariffs and service packages |

The segmentation process is important because the same technological solution may have different levels of usefulness for different customer groups. For example, customers with a high level of digital literacy may prefer mobile banking and remote payment services, while customers with limited digital experience may require simpler interfaces and additional support. Therefore, digitalization should not lead to the complete elimination of differentiated service models. Instead, digital channels should complement the broader system of customer-oriented banking services.

The third stage involves evaluating the parameters of banking services. The analysis suggests that service effectiveness should be determined through a combination of qualitative and quantitative characteristics. Price alone cannot adequately characterize the competitiveness of a banking service. Customers may accept a relatively higher cost if the service provides greater convenience, reliability, speed and security.

Accordingly, the following parameters can be used to evaluate modern banking services:

1. affordability of the service;
2. processing speed;
3. convenience of use;
4. reliability;
5. transparency of terms;
6. simplicity of the service process;
7. availability of digital channels;
8. geographical accessibility;
9. level of customer support;
10. security of transactions.

This approach corresponds to the general principles of service-quality assessment developed in the SERVQUAL literature, where reliability, responsiveness and assurance are considered important dimensions of perceived service quality [16]. For banking institutions, these characteristics acquire additional importance because customers entrust banks with their financial resources and personal information.

The fourth stage is individualization of banking services. Individualization means adapting service conditions to the needs and characteristics of particular customer segments. It can include differentiated tariffs, transaction limits, service packages, communication channels and additional financial products. The development of such mechanisms enables banks to move from a standardized product model toward a more flexible customer-oriented model.

The results of the analysis indicate that individualization is particularly important in conditions of increasing competition among commercial banks. When several banks

offer similar products, the quality of interaction, convenience of use, speed of service and personalization may become important factors affecting customer choice. Previous research also shows that perceived usefulness and ease of use influence the adoption of online banking services [17].

The fifth stage is the implementation of digital channels. Digital banking has become one of the main directions of modernization of banking services. The banking sector reform strategy of Uzbekistan for 2020–2025 specifically identified modernization of banking services, automation of business processes and expansion of remote banking services as important directions of transformation [18].

Digital channels include mobile banking, internet banking, QR payments, contactless payments, automated scoring and other technological solutions. Their significance lies not only in replacing traditional banking operations but also in increasing the speed and accessibility of financial services.

At the same time, the presence of a digital channel cannot by itself be considered evidence of successful service modernization. The effectiveness of a digital banking service depends on its actual utilization by customers, technical reliability, simplicity, security and ability to solve customer problems. Research on online and mobile banking similarly emphasizes perceived usefulness, ease of use and trust as important factors in technology adoption [19].

The Table 3. sixth stage is the assessment of the effectiveness of implemented services. At this stage, both customer-oriented and economic indicators should be considered. A comprehensive assessment makes it possible to determine whether the introduction of a particular service has generated the expected results for both customers and the bank.

**Table 3. System of indicators for evaluating modern banking services**

| <b>Evaluation area</b> | <b>Main indicators</b>                               |
|------------------------|------------------------------------------------------|
| Customer activity      | Number of users, number of transactions              |
| Service utilization    | Frequency of service use, active users               |
| Customer satisfaction  | Satisfaction level, complaints, repeated use         |
| Accessibility          | Geographical and digital coverage                    |
| Operational efficiency | Processing time, number of automated operations      |
| Economic efficiency    | Service costs, revenue and profitability             |
| Digitalization         | Share of operations through digital channels         |
| Reliability            | Technical failures, transaction errors               |
| Security               | Number of security incidents and fraud-related cases |

The proposed system demonstrates that the effectiveness of modern banking services should be evaluated from several perspectives simultaneously. For example, an increase in the number of digital transactions may indicate increased customer adoption, but it should be considered together with customer satisfaction, operating costs and service reliability. Similarly, an increase in the number of users may not necessarily indicate improved efficiency if the service generates high operational costs or frequent technical problems.

On this basis, the effectiveness of modern banking services can be conceptually represented by the following functional relationship:

$$E_{mbs} = f(S, N, A, Q, D, C, P)$$

where:

$E_{mbs}$  – effectiveness of modern banking services;

$S$  – level of customer satisfaction;

*N*– degree of customer needs satisfaction;

*A*– accessibility of banking services;

*Q*– quality and reliability of services;

*D*– level of digitalization;

*C*– service-related costs;

*P*– profitability of banking services.

The proposed functional relationship does not imply a fixed statistical coefficient structure. Rather, it represents a methodological framework for organizing the assessment of banking service effectiveness. Depending on the availability of statistical data, individual components can subsequently be measured using correlation, regression, index or other economic-statistical methods.

The analysis also shows that digitalization changes the relationship between the customer and the commercial bank. In the traditional model, customers frequently depend on the physical presence of branches and employees. In a digitally integrated model, many operations can be conducted independently through mobile and internet banking platforms. This reduces the time required for routine operations and can expand the geographical accessibility of banking services.

However, digitalization also creates new requirements for banking institutions. Banks must ensure information security, system reliability, protection of customer data and uninterrupted access to digital channels. Therefore, technological modernization should be accompanied by organizational and methodological changes. The development of digital services without corresponding improvements in customer support and risk management may reduce the expected benefits of digital transformation.

Another important result of the analysis is the relationship between banking service quality and competitiveness. In a competitive banking market, customers can compare the conditions offered by different institutions. Consequently, service convenience, speed, transparency, reliability and accessibility become important components of the competitive environment. Customer satisfaction research also indicates that service experiences may be connected with customer retention and broader business performance [20].

From the methodological perspective, this means that competitiveness should not be assessed only through the number of banking products offered. A bank may have a large portfolio of services but achieve limited customer engagement if these services are difficult to access or use. Therefore, the quality of implementation and actual customer utilization should be included in the assessment.

The Figure 1. analysis makes it possible to formulate an integrated methodological model for implementing modern banking services:



**Figure 1. Integrated methodological model for implementation of modern banking services**

The final stage—customer feedback and methodological improvement—is particularly important. The implementation of a banking service should not terminate with its introduction to the market. Information obtained from customers, transaction data, complaints, service utilization rates and economic results should be used to modify the service. Therefore, the entire process can be understood as a continuous management cycle.

The proposed model differs from a simple “product creation–market introduction” approach because it establishes a direct relationship between customer needs and the final assessment of service effectiveness. It also integrates technological and economic components into one methodological system. Such integration is consistent with the broader transformation of financial services, in which digital technologies increasingly influence the organization, delivery and evaluation of banking products.

The results of the analysis therefore demonstrate that the methodological improvement of modern banking service implementation should be based on six interconnected stages: identification of customer needs, segmentation, comprehensive evaluation of service parameters, individualization, digital implementation and effectiveness assessment. The practical significance of this model lies in its ability to provide commercial banks with a structured mechanism for continuously improving their service portfolio while maintaining a balance between customer satisfaction, technological development and economic efficiency.

#### 4. Conclusion

The results of the study show that the improvement of modern banking services is one of the important directions for enhancing the efficiency of banks' activities and strengthening competition in the modern banking environment. The analysis of regulatory and legal documents adopted within the national banking system, as well as the study of current trends in the development of banking services, demonstrates that their expansion, increasing accessibility and popularity, and the introduction of digital technologies are developing gradually.

Based on these findings, when improving the methodology for developing modern banking services, it is necessary, first of all, to identify the actual needs of customers and appropriately segment them, comprehensively evaluate service parameters, develop

personalized service models, expand digital channels, and regularly monitor the economic and social outcomes of the services provided.

The proposed methodological model, based on the chain of “identifying needs – segmentation – evaluation – personalization – digital implementation – effectiveness assessment,” makes it possible to systematize the process of developing modern banking services. This approach provides a methodological basis for developing practical mechanisms aimed at adapting banking services to customer needs, improving service quality, increasing customer satisfaction, and strengthening the competitiveness of banks.

## REFERENCES

- [1] Presidential Resolution of the Republic of Uzbekistan No. PP-2344, May 6, 2015, “On Measures to Further Increase the Financial Stability of Commercial Banks and Develop Their Resource Base.”
- [2] Presidential Resolution of the Republic of Uzbekistan No. PP-3270, September 12, 2017, “On Measures for Further Development and Increasing the Stability of the Banking System of the Republic of Uzbekistan.”
- [3] Presidential Resolution of the Republic of Uzbekistan No. PP-3620, March 23, 2018, “On Additional Measures to Increase the Popularity of Banking Services.”
- [4] Presidential Decree of the Republic of Uzbekistan No. PF-5992, May 12, 2020, “On the Strategy for Reforming the Banking System of the Republic of Uzbekistan for 2020–2025.”
- [5] P. Gomber, J.-A. Koch, and M. Siering, “Digital Finance and FinTech: Current Research and Future Research Directions,” *Journal of Business Economics*, vol. 87, pp. 537–580, 2017.
- [6] A. Parasuraman, V. A. Zeithaml, and L. L. Berry, “SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality,” *Journal of Retailing*, vol. 64, no. 1, pp. 12–40, 1988.
- [7] J. J. Cronin and S. A. Taylor, “Measuring Service Quality: A Reexamination and Extension,” *Journal of Marketing*, vol. 56, no. 3, pp. 55–68, 1992.
- [8] E. W. Anderson, C. Fornell, and D. R. Lehmann, “Customer Satisfaction, Market Share, and Profitability: Findings from Sweden,” *Journal of Marketing*, vol. 58, no. 3, pp. 53–66, 1994.
- [9] T. Pikkarainen, K. Pikkarainen, H. Karjaluoto, and S. Pahlila, “Consumer Acceptance of Online Banking: An Extension of the Technology Acceptance Model,” *Internet Research*, vol. 14, no. 3, pp. 224–235, 2004.
- [10] T. Zhou, “Understanding Mobile Internet Continuance Usage from the Perspectives of UTAUT and Flow,” *Information Development*, vol. 27, no. 3, pp. 207–218, 2011.
- [11] D. Gefen, E. Karahanna, and D. W. Straub, “Trust and TAM in Online Shopping: An Integrated Model,” *MIS Quarterly*, vol. 27, no. 1, pp. 51–90, 2003.
- [12] World Bank, *The Global Findex Database 2021: Financial Inclusion, Digital Payments, and Resilience in the Age of COVID-19*. Washington, DC, USA: World Bank, 2022.
- [13] Basel Committee on Banking Supervision, *Sound Practices: Implications of FinTech Developments for Banks and Bank Supervisors*. Basel, Switzerland: Bank for International Settlements, 2018.
- [14] Basel Committee on Banking Supervision, *Basel III: The Liquidity Coverage Ratio and Liquidity Risk Monitoring Tools*. Basel, Switzerland: Bank for International Settlements, 2013.
- [15] International Monetary Fund, *Financial Access Survey 2023*. Washington, DC, USA: International Monetary Fund, 2024.
- [16] World Bank, *The Global Findex Database 2021: Financial Inclusion, Digital Payments, and Resilience in the Age of COVID-19 – Country-Level Data*. Washington, DC, USA: World Bank, 2022.
- [17] M. Accenture, *Banking on Digital: How Banks Can Deliver the Next Generation of Customer Experiences*. Accenture Research, 2020.
- [18] D. Arner, J. Barberis, and R. P. Buckley, “The Evolution of FinTech: A New Post-Crisis Paradigm?,” *Georgetown Journal of International Law*, vol. 47, no. 4, pp. 1271–1319, 2016.
- [19] P. M. Dapp, *Fintech—The Digital (R)evolution in the Financial Sector: Algorithm-Based Banking with the Human Touch*. Frankfurt, Germany: Deutsche Bank Research, 2014.
- [20] M. Ozili, “Impact of Digital Finance on Financial Inclusion and Stability,” *Borsa Istanbul Review*, vol. 18, no. 4, pp. 329–340, 2018.