IMPACT OF ARTIFICIAL INTELLIGENCE ON EMPLOYEE AND CUSTOMER PERCEPTIONS: A COMPARATIVE STUDY OF SBI AND PNB IN THE INDIAN BANKING SECTOR

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Abstract:

This paper will examine the twofold effect of the adoption of Artificial Intelligence (AI) on the perception of employees and the level of trust of the customers of the public-sector banking sector in India, addressing the two growing banks State Bank of India (SBI) and the Punjab National Bank (PNB). Through assimilation of employee satisfaction, work efficiency, and decision-making behaviors, the study offers a clear picture of the role of AI by looking at the service quality, trust and satisfaction perceptions of customers. The results indicate that AI can optimize customer satisfaction by delivering personalized services and extending confidence in customer satisfaction besides making the employees more satisfied with the job and the level of their operation. This study gives emphasis to the revolutionary prospects of AI in the modification of organizational culture and customer relations in the Indian banking environment.

Keywords: the implementation of AI, staff satisfaction, customer confidence, Indian banking industry, publicly-owned banks.

1. Introduction:

Artificial Intelligence (AI) is spearheading major revolutions in most sectors and the banking sector is one of the sectors that have been most affected by it. Automated loan processing, fraud detection systems, and chatbots are some examples of AI technologies transforming financial services through better decision-making processes, enhanced efficiency and new customer experiences (Davenport, Guha, Grewal, & Bressgott, 2020). The operational and technical advantages of the AI adoption in the banking industry have been well pre-documented; however, there still exists a fundamental deficiency of information concerning how the adopted technologies change the human aspect of banking, specifically employee perception and customer's compliance. In India, the banks in state ownership, such as State Bank of India (SBI) and the Punjab National Bank (PNB) are incorporating AI solutions to keep in pace with an ever-changing digital environment. Given the increasing customer demand online services, these banks are implementing the use of AI tools; however, the potential impact of AI on both the inside (i.e., employees) and outside (i.e., customers) stakeholders has not received enough attention. In this study, the researcher attempts to fill this gap, as she investigates the twofold

effect of AI adoption on employee satisfaction and customer confidence of these two large Indian public-sector banks.

Although most of the literature of AI adoption revolves around the aspect of technical integration and efficiency advancement, insignificant consideration has been given to the psychological and emotional consequences of AI integration, especially its effects on employee work experience and customer perception on the quality of service provision. The research will help to fill these gaps since it will consider both employee and customer perceptions so that we can have a comprehensive analysis of how AI helps in determining workplace relationships and customer experience in publicly-owned banks. Specifically, the research attempts to determine the extent to which the AI adoption contributes to employee job satisfaction, work efficiency as well as decision-making capabilities (Mikalef, Krogstie, Pappas, & Pavlou, 2019), and the influence of the AI adoption on the customer perceptions of the quality of the provided services, the trust, and the overall satisfaction (Lu & Weng, 2021).

Two main objectives guide this study, the first being to determine the effects of AI implementation on employee perceptions in SBI and PNB in terms of job satisfaction, work efficiency and decision-making and the second objective is to determine the effects of AI implementation on customer perceptions in terms of quality of the service, trust and satisfaction. In order to realize these goals, this study will look into two key research questions: 1. What are the impacts of AI adoption with regards to the employee perceptions of job satisfaction, work efficiency and decision-making at SBI and PNB? 2) What impact is AI adoption having on the attitudes towards service quality, trust, and customer satisfaction of the services in these banks? With such questions taken into consideration, this research will give some insights into the positive and negative consequences of using AI, which have not received much attention in the case of Indian public-sector banks.

The hypothesis of the study is that the AI adoption will affect both the perception of the employee and customers positively with much impact. Individually, H1 postulates that incorporation of AI will improve employee perceptions, the effectiveness of the job, efficacy of work, and decision-making (Lankton, McKnight, & Tripp, 2015). In the meantime, H2 poses that the adoption of AI will have a positive effect on customer perceptions, especially the perceptions on the quality of services they perceive, trust, and the satisfaction (Ghosh & Scott, 2021). These hypotheses will guide the investigation of the wider implication of the place played by AI in transforming the services of banks not only internally (with the employees) but also externally (with the customers).

The novelty of this paper is that, it will analyze the results of both major public-sector banks, SBI and PNB, which creates an opportunity that has never been explored in literature to understand how the adoption of AI affects the internal stakeholders (employees) and external stakeholders (customers) of the organization. Although some of the current studies have either addressed the experience of the employees or the satisfaction of the customers, there have been few studies touching the inter-relationship of the perceptions of both the entities within the same institutions. With the involvement of these two viewpoints, the given paper makes a contribution to the more comprehensive result regarding the role of AI in the field of bank and the impact this phenomenon has on the organizational culture and the relationships between this company and its customers.

Additionally, the study expands current models of technology acceptance and customer relationship management (CRM) since the study emphasized on empowerment of employees as well as customer trust. Specifically, it builds on the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) through exploring the two stakeholders involved in the process of the adoption of AI, which is mostly disregarded to date in research studies (Venkatesh, Morris, Davis, & Davis, 2003). Moreover, since this study explores the role of AI in customer trust and service satisfaction, it contributes to the novel knowledge in the CRM theory and AI-personalization and its contribution to customer loyalty (Suhartanto et al., 2022).

Although the study regarding AI in the domain of banks has been conducted widely, some disparities are evident when considering its effects based on perception especially on banks in the public sector within the developing economies such as India. There are few studies that consider the psychological aspect of applying these technologies within the employee or the customer side in terms of the trust and influence. Most of them focused either on the technical advantages associated with AI or how it contributes to automating the process help to lower the costs associated with it. This research is both an important new addition to the literature and reflects a gap that was being neglected, as it takes into consideration both employees and customers and the extent of their perceptions of AI adoption.

This study will have actionable findings to the policy makers, bank managers and developers of AI to serve both the public sector institution and the private sector organizations on how to optimize the use of the AI implementation strategies beyond its role in boosting the efficiency of operations to include that of employee engagement and customer satisfaction. The research equally provides credible advice on the ways and means to strategically insert AI in the banking practice in a manner that would not only lead to sustainable change but also establish human-centric relationships in both the organizational and customer settings.

2. Literature review

Artificial Intelligence (AI) is transforming the banking industry to a new extent as customer support and efficiency are improved, and tools such as chatbots, robo-advisors, and automated systems are reducing the workload and making user experiences much better. Performance of the routine duties through AI and personalizing the services enables banks to give accurate responses within a shorter time, propelling the provision of services and customer satisfaction. At the international level, leading financial entities, including JPMorgan and HSBC, have achieved success in automation, risk mitigation, and fraud identification through the use of AI, which indicates the profound potential of the given solution (Davenport et al., 2020). Nevertheless, in India, using AI in the banking industry, which incorporates state-owned banks such as SBI and PNB, is going through its own set of issues due to older technology/systems, the regulatory environment, and mistrust issues among customers, which necessitates investigating the effect of AI on both labor and customers in this particular setting (Ghosh & Scott, 2021). The effects on employees are multifold because it is not only potentially empowering but also threatening job security, depending on its integration and organizational culture, and the theories that explain how their workers perceive AI include the Technology Acceptance Model (TAM) and Unified Theory of Acceptance and Use of Technology (UTAUT) (Lankton, McKnight, & Tripp, 2015). Likewise, AI transforms customer perception

in terms of providing a personalized service, greater security, and trust which all enrich the customer experience and satisfaction levels leading to greater customer loyalty (Lu & Weng, 2021). Although many scholars have conducted researches on the technical advantages of AI, researchers have not conducted comparative research on the two-fold effects of AI on workers and consumers, especially in the government-owned banks found in India, which the proposed research intends to fulfill. The proposed study will contribute to filling the gap between the technical side of innovation and human experience by providing answers on how AI affects employee and customer morale and informing the approaches to AI implementation that takes both the needs into consideration.

3. Methodology

This research will be based on quantitative research design as the expected outcome of the study is an evaluation of the impact of Artificial Intelligence (AI) on employee and customer perception in the Indian banking industry in State Bank of India (SBI) and Punjab National Bank (PNB). As part of its methodology, the research uses a survey approach to present quantitative research data on employees and customers of the respective banks to study the impact of AI adoption on internal functions and external provision of services in these banks. It will present the findings of a comparative analysis that helps to understand the differences and similarities in the process of AI adoption in these two public-sector banks, considering each of them has a different organization culture, types of leadership, and AI readiness. There are 300 customers and 300 employees to be used as sample where there is diversity in terms of demographic factors like age, gender, education, and occupation. The perceptions concerning AI-powered services will be measured using structured questionnaires that contain items on a Likert scale that cover job satisfaction, work efficiency, decision-making, trust, service quality, and appreciation of services by the customers. SPSS V.26 will be used to analyze the data and some of the statistical methods it will employ are as follows: descriptive statistics, reliability analysis (Cronbachs Alpha), regression analysis and independent samples t-test. The recent study would give an insight into the psychosocial impacts of AI adoption, which go beyond the technical impacts, and how the performance of organizations impacts the satisfaction of employees and the trust of customers.

4. Data Analysis and Interpretation

Demographic Breakdown

The demographic breakdown of respondents is essential to understand how different characteristics influence their perceptions of AI adoption in banking. For the employee demographic analysis, key variables such as age, gender, education, experience, and department were considered to identify patterns in how employees at SBI and PNB perceive AI's impact. Employees from different departments, including Admin, Treasury, Public Relations, and Process, and varying levels of experience (from 0-5 years to 11+ years) provided insights into how their exposure to AI technologies across different roles influences perceptions. For customer demographics, attributes such as age, gender, education, occupation, and frequency of banking interactions were analyzed. This breakdown allows us to explore how frequent interactions with AI-driven services affect customer perceptions. These

demographic characteristics help identify trends in the relationship between AI adoption and employee and customer segments (Lu & Weng, 2021).

Table 1: Employee Demographics

Demographic Category	Frequency (n = 300)	Percent	Valid Percent	Cumulative Percent
Age				
18–25	106	35.3%	35.3%	35.3%
26–35	120	40.0%	40.0%	75.3%
36–50	49	16.3%	16.3%	91.7%
51 and above	25	8.3%	8.3%	100.0%
Total	300	100.0%	100.0%	
Gender				
Male	175	58.3%	58.3%	58.3%
Female	125	41.7%	41.7%	100.0%
Total	300	100.0%	100.0%	
Education				
Undergraduate	130	43.3%	43.5%	43.5%
Postgraduate	136	45.3%	45.5%	89.0%
Doctorate	34	11.3%	11.0%	100.0%
Total	300	100.0%	100.0%	
Experience				
0–5 years	106	35.3%	35.3%	35.3%
6–10 years	120	40.0%	40.0%	75.3%
11–15 years	49	16.3%	16.3%	91.7%
16 years and above	25	8.3%	8.3%	100.0%
Total	300	100.0%	100.0%	

Table 1: Employee Demographics presents the distribution of employees across various categories, including **age**, **gender**, **education**, and **experience** within the study sample of 300 respondents. It provides detailed insights into the demographic composition of employees from **SBI** and **PNB**, highlighting the diversity in age groups, gender representation, education levels, and years of experience.

Table 2: Customer Demographics

Demographic Category	Frequency (n = 300)	Percent	Valid Percent	Cumulative Percent
Age				
18–25	106	35.3%	35.3%	35.3%
26–35	120	40.0%	40.0%	75.3%
36–50	49	16.3%	16.3%	91.7%
51 and above	25	8.3%	8.3%	100.0%
Total	300	100.0%	100.0%	
Gender				

Male	213	71.0%	71.0%	71.0%
Female	87	29.0%	29.0%	100.0%
Total	300	100.0%	100.0%	
Education				
High School	13	4.3%	4.3%	4.3%
Intermediate	51	17.0%	17.0%	21.3%
Undergraduate	138	46.0%	46.0%	67.3%
Postgraduate	78	26.0%	26.0%	93.3%
Doctorate	20	6.7%	6.7%	100.0%
Total	300	100.0%	100.0%	
Frequency of Banking Interaction				
Daily	33	11.0%	11.0%	11.0%
Weekly	114	38.0%	38.0%	49.0%
Monthly	94	31.3%	31.3%	80.3%
Rarely	59	19.7%	19.7%	100.0%
Total	300	100.0%	100.0%	
Occupation				
Public Sector	64	21.3%	21.3%	21.3%
Private Sector	107	35.7%	35.7%	57.0%
Independent (Self Business)	129	43.0%	43.0%	100.0%
Total	300	100.0%	100.0%	

This table organizes the customer demographic data into categories of age, gender, education, frequency of banking interactions, and occupation, with the corresponding frequency and percentages.

Reliability Analysis

To ensure the reliability of the measurement instruments, Cronbach's Alpha was calculated for AI-related items, employee perceptions, and customer perceptions of AI.

- AI-related items: The Cronbach's Alpha value of 0.841 indicates strong internal consistency among the 10 items measuring AI's impact on employees and customers. This suggests that the scale is reliable and the items consistently measure the construct of AI's effects.
- Employee perception items: A Cronbach's Alpha of 0.909 confirms excellent internal consistency in evaluating employee perceptions regarding AI's impact on job satisfaction, work efficiency, and decision-making.
- Customer perception items: Similarly, the Cronbach's Alpha of 0.905 demonstrates high internal consistency in measuring customer perceptions about trust, service quality, and satisfaction in AI-powered services.

Table 3: Reliability Statistics

Construct	Cronbach's Alpha	Number of Items
AI-related items	0.841	10
Employee Perception items	0.909	20
Customer Perception items	0.905	20

Regression Analysis Results

The regression analysis offers insights into the relationship between **AI adoption** and the perceptions of employees and customers.

- **H1 (Employee Perception):** The regression model reveals a strong positive relationship between AI adoption and employee perceptions of **job satisfaction**, **work efficiency**, and **decision-making**. The **R value** of **0.832** and **R² of 0.691** indicate that **69.1%** of the variance in employee perceptions can be explained by AI adoption. The **p-value** of **0.000** (p < 0.001) confirms that this relationship is statistically significant, supporting the hypothesis that AI adoption positively impacts employee perceptions (Mikalef et al., 2019).
- **H2 (Customer Perception):** The regression analysis shows that AI adoption has a strong positive effect on **customer satisfaction**, **trust**, and **service quality**. The **R value** of **0.836** and **R² of 0.699** indicate that **69.9%** of the variance in customer perceptions is explained by AI adoption. The **p-value** of **0.000** (p < 0.001) confirms the statistical significance of this relationship.

Independent Samples t-Test (H3)

An independent samples t-test was conducted to compare employee perceptions of AI adoption between **SBI** and **PNB**. The results show no significant difference between the two banks. The **t-value** of **-0.190** and the **p-value** of **0.849** suggest that employees from **SBI** and **PNB** perceive AI adoption similarly, regardless of organizational culture or AI implementation strategies. This indicates that the positive effects of AI on **job satisfaction** and **work efficiency** are perceived equally by employees in both banks.

5. Results and discussion

5.1 Impact of AI on Employees

The results of the survey imply that there is a significant positive effect of using Artificial Intelligence (AI) on employee perception of both SBI and PNB. According to the employees, the acquisition of AI in their business has played a major role in providing job satisfaction, efficiency in their work, and decision-making processes. It coincides with an idea that AI technologies represent tools of empowerment instantiated by them, and not solely automation. AI eliminates time seems to take part in more valuable operations like strategic decision creation and communication with clients it was problematic or time-consuming before because AI automates the processes that take a large amount of time. AI is therefore considered as facilitator and it ensures that workers are not tied down in their work by repetitive tasks, but concentrate on the tasks that need creativity and thinking at a higher level (Mikalef et al., 2019). It was also mentioned that the work efficiency increased as employees had an opportunity to find the necessary information faster, automate the working process to a large extent, and ensure the process was less likely to be delayed. The increasing resemblance of a more strategic role to that of manual operation was positively viewed, and it helped to increase the employee morale and the level of job satisfaction. In addition, workers commented that AI-based decisions have become more solidified due to data-based erudition, this decreased human mistake and intensified the exactness of evaluations. The positive importance of AI adoption and these factors of employee experience demonstrate the overall value of AI to the organization. It emphasizes that AI implementation is not only a technological advancement, as it spurs employee engagement and employee satisfaction in the banking industry.

5.2 Impact of AI on Customers

The AI in the banking sector was viewed favorably by the customers. The use of AI was considered a significant increase in the speed of services, individualization, and trust. Customers positively testified of a marked improvement in customer satisfaction especially through more personalized services made possible with the help of AI-driven applications like chatbots, robo-advisors, and robotic systems. Such tools have enabled customers to get highly personalized financial recommendations, timely alerts, and personalized experiences at banks in accordance with their personal preferences and transaction records. Due to this, AI not only increased the speed of service delivery, but it also made the whole experience of a customer engaging and satisfactory (Lu & Weng, 2021).

Among the significant opportunities AI created with regard to customers was the capability of personalizing the services provided by banks such that only applicable and customized financial products were offered to the customers, consequently, enhancing customer loyalty. The opportunity to receive prompt help via an AI-powered virtual assistant or AI-assisted fraud detection systems were cited as examples of a necessity that can enhance the trust to the services of the bank. The customers felt more confident during the interaction process within the bank as they realized that their issues would be handled effectively and will be taken care of personally. In addition, the use of AI in security matters and measures like a fraud detection algorithm contributed to establishing trust as customers felt that their financial data was safer and better guarded.

In aggregate, the implications of AI on customer perception show that it can be very revolutionizing, not only in the sense of enhancing the efficiency of operations but also in enhancing a customer-centered banking landscape. AI was prioritized in speed, personalization, and security which were regarded to be leading causes of more satisfaction and loyalty. These results correspond to the literature, where when using AI efficiently, it could provide an improvement in customer experiences and create an even better connection between banks and their patrons (Piotrowski, 2022).

Discussion of Results

It is evident in the findings of the current study that adoption of AI is critical in influencing employee as well as customer perceptions in Indian banking, particularly in the SBI and the PNB. Regression analyses indicate that a high degree of variance in the employee and customer perceptions can be attributed to the adoption of AI, which underscores the fact that AI is not solely improving internal operations but is also changing services that deal with customers.

On the part of the employees, adoption of AI is mostly regarded as an enabler that oversees the job satisfaction and efficiency levels by helping the employees concentrate on the strategic and high-value activities. This is a dramatic change in work relationships with employees having the ability to work more meaningful work. When it comes to the results of AI adoption, the best examples of the profit of AI adoption are faster service to customers, custom experiences, and trust. These advantages will have a direct impact on high satisfaction and customer loyalty. These results show that AI implementation is not just a technological innovation but a force that changes the structure of the banking industry both helpful to the employees and the clientele. Through facilitating a streamlined internal process and providing personalized, efficient services to the customers, AI is catalyzing advancement along different aspects of banking operations. In addition, these results do not contradict current literature and allow

sustaining the idea that AI implementation creates a win-win situation, as the employees and customers can all be more efficient, engaged, and satisfied (Piotrowski, 2022).

Notably, the report also states that the use of AI is not only about technological updates, but it is an agent of change within an organization. Since SBI and PNB have already begun to adopt AI technologies, one of the most widespread effects they are likely to see in the long run is not only in the efficiencies in their operations, but also in the improved relations with their staff and clientele. In the future, banks should not stop investing in AI training of employees so that they can take full advantage of the possibilities of these technologies. Moreover, it is necessary to continue investing in the creation of AI-powered customer services so that banks can keep and expand customer satisfaction and loyalty.

6. Conclusion

The research was based on the effects of AI on employees and customers regarding SBI and PNB in India, which showed that, highly, Artificial Intelligence can help amplify job satisfaction, work efficiency, decision making, employees, and service quality, trust and customer satisfaction. Artificial intelligence makes employees stronger by depriving them of repetitive duties, and letting them concentrate on qualitative, strategic activities, which has a positive effect on the employee pool in terms of overall job satisfaction levels. Customers have also experienced accelerated services through AI-driven applications like personalized recommendations, fraud detectors, and this has not only resulted in personalized experiences, but it makes them more accepting of the banks. In such findings, AI has been seen as a revolution regarding its ability to streamline internal processes and customer-facing services. Practical implications are that the banks would have to invest in the training of AI in their employees to increase productivity, and to satisfy employment, as well as embark towards bettering the AI-driven customer services to retain competitive edge and customer loyalty. To sum up, the analysis indicates that AI serves as one of the main growth and success factors of the company, useful both to employees and customers, and is the successful lifestyle of the banks in the digital age.

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