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Electronic Banking and its Impact on Job Security in Jordanian Banking Sector: Profitability is an Intermediate Variable

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Abstract

This research uses profitability as an intermediary variable to examine how utilizing electronic banking (e-banking) services affects job security for workers in the Jordanian banking industry. A random sample from employees in this sector was used, where they were given a survey on the subject. From the study, it was observed that the use of electronic banking services leads to job loss and early retirement. The study recommends great attention and efforts to be made by Jordan banks managers to ensure that adoption of electronic banking services does not lead to negative consequence such as job loss. Also, E-banking services should be seen as an option to improve the level of services provided to bank customers and not as a substitute for its employees. New technology should be viewed as a complete and not a compete to manpower in banking systems.

Keywords— e-banking, e-banking services, job security, profitability, Jordanian banking sector.

1. Introduction

Marketing is regarded as a dynamic science that evolves in response to environmental changes and its overall reaction to social movements and activities (Alsamydai, 2016; Al-Samydai, Al-Dajani & Al-ataywi,

2020). Banking systems have witnessed in recent decades an amazing and rapid development in the field of banking operations, due to the development in information and, communication technology, the world has become like a small village (Frame & White, 2014). Information and data are traded quickly and in a variety of ways, which all contributed to the term "electronic banking" emerging. This term brought with it the development of methods and mechanisms to provide banking services to customers and an effort to come up with new uses for the banking services offered by commercial banks (Al Muala, Al-Ghalabi, Ghaith, Hamdan, & Alnawafleh, 2022; Van der Boor, Oliveira, & Veloso, 2014).

The business of electronic banking (E-Banking) and the use of new technology have had an impact on the job security of many bank personnel. These banks have become reliant on contemporary technology, such as the Internet, telephone, ATMs, money transfer systems, electronic payment systems, and others, to provide various electronic banking services that enable them to compete in the global market. As a result, employing electronic banking reduces dependence on conventional means and results in workers having less job security (Al Dalaien, Ibrahim, & Aburumman, 2020; Janatul 2010).

electronic banking can offer faster, more reliable services and cause a higher level of customer satisfaction with traditional and manual methods (Ghaith, 2020; Alabar, 2012). Modern banking services require innovative methods, more customer-based and effective technologies to make the bank they use more successful, efficient and effective among all competing banks (Kamau, 2011; Kasman 2012).

Electronic banking services are one of the modern methods used to accomplish banking work, the more modern technology is used in providing these services, and the more this will lead to raising the quality of banking services and, reducing the cost and thus will lead to increasing the profitability of the bank (Kamau, 2011; Kasman, 2012). Many banks have introduced modern technologies represented by electronic payment methods and systems in their financial and commercial transactions in order to develop and expand their services in a way that meets the needs and desire’s of customer’s in order to further attract as many customers as possible in order to increase their profits to reflect positively on the wealth of stakeholders (Rawwash, Masa'd, Enaizan, Eanizan, Adaileh, Saleh, & Almestarihi, 2020)

The emergence of electronic banking resulted in many of the services it provides through multiple electronic distribution channels, such as banking phones, ATMs, and many other channels, through which the banking service is provided to customers in full, starting with choosing the service from the customer to completing the service electronically.

The most important electronic distribution channels that provide banking services are:

1. Electronic telephone banking (telephone banking): As a follow-up to the modernization of banking services worldwide, a telephone banking service has been introduced. This service enables the customer to perform a range of financial transactions over the phone without the trouble of visiting any of the bank's branches or ATM machine (Enas, Ghaith, Abdulllah, & bin A. Tambi, 2019; Sahoo & Swain, 2012).

2. Automatic teller machine (ATM): it is simply an automatic device for customer service without any of the bank's employees intervened through pre-prepared programming that provides many banking services to customers around the clock through the ATM card (Miyada & hasyba 2013; Enas, Abdul Malek, Ghaith, & Firas, 2019).

3. A technique for seeing and paying bills electronically is the billing (eFAWATEERcom) service. Jordan's Central Bank is responsible for overseeing and providing this service.By saving them time and effort, it streamlines the procedure for citizens. It is adaptable in how the public and commercial sectors perceive and pay bills via the various financial channels.

4. Smart cards: plastic cards that contain an electronic chip on which all the customer's data is stored. These cards enable the holder to use, whether through instant or credit payment. These cards are considered to be of the most used in most countries in the world (Rogia, 2021).

5. Mobile banking: through which bank customers are able to complete financial transactions and provide banking services anywhere and at any time through mobile devices or tablets, which led to the emergence of mobile banks (Bala, 2015).

6. Online banking: through this type, online banking services are provided, which are characterized by fast access to the service, ease of use, and, low cost. The return on these services has reached approximately 13% of banks' income (al-Din, 2004).

At present, Jordanian banking sector has developed in response to technological developments by adding many banking services over the past years, including, but not limited to: the cash withdrawal service through a POS device, which allows the customer to use the debit card to complete the cash withdrawal through the branch for financial movements that exceed the allowed limit for ATMs, which saves time and effort for the customer. Pay through which the customer has control of the payment limit and its payment limit. This bracelet is the fastest and easiest way to pay, and the ACO service through which the amounts of money are transferred to the same customer or another

customer, whether he is a customer of the bank or not, where he counts payments from ATMs without the need for an ATM card or visiting any of the bank (Association Banks of Jordan 2019).

Job security is an important factor to provide a level of job satisfaction among employees in banks. Thus preventing them from looking for another job, and focusing on improving their work skills to be more experts and creative in their jobs (Soltani, 2009; Al Dalaien, Ibrahim, & Aburumman, 2020).

In addition, the use of modern and rapid technological developments in providing various banking services to customers has prompted banks to reduce their workforce, which has led to increased anxiety among employees in dispensing with their services and increased their fears of losing their independence in their jobs and the challenges of learning to use modern technology in their jobs. The number of these electronic services has increased and the number of direct banking services (Abukhzam & Lee, 2010; Nofal, Al-Adwan, Yaseen, & Ghaith, 2020). The problem of job loss resulting from the bank's use of modern technology can be difficult if employees lack the necessary skills in using modern technology in their banking jobs, which reduces the use of these employees with a lower level of these skills.

Khattab (2001) defined a set of types of job security:

1. Security of the organization: is the feeling of the managers of the organization that its employees want to stay, and if they leave, the organization will have better employees than them, and this is achieved by the satisfaction of the employees from work, and the security of the organization has a close and positive relationship to reducing the turnover of work.

2. Motivational security: it is the lowest level in job security, which, if achieved, motivates the employee for more performance, which is security versus performance, in the sense that the employee with his good performance is the one who achieves job security for himself. If he falls short, he is compensated for dismissal from the job.

3. Natural security: it is an average degree of job security, in which the employee has a covenant on the organization that it does not get rid of it, at which point the employee feels affiliation between him and the organization, which is an average degree between incentive security and continuity security.

4. Continuity security: it is the highest degree of job security, which is the employee's feeling that he is an important asset for his organization.

Job security derives its importance in the fact that it is one of the basic needs of any individual. It is linked to the worker's ability to continue

his work and secure his livelihood. The presence of job security in any organization gives its employees the message that the organization's interest and affiliation with its employees and participation in their problems and reducing the burdens placed on them by creating a spirit of cooperation and a sense of responsibility between the two parties. Any management that sees it easy to do without any of the employees is considered incompetent and unqualified management, which will reflect negatively on employees by not feeling the goals and objectives of the organization to defend it (Faheema 2018; Nofal, Al-Adwan, Yaseen, & Ghaith, 2021). Job security also provides the right environment for creativity and innovation, helps working individuals to carry out their workloads, and increases the ability of workers to discover new solutions to the problems they face at work in an effective way so that time, effort, and cost are saved.

A healthy banking system relies on striking a balance between profitability and maintaining capital sufficiency in accordance with the Central Bank's guidelines. Profitability is one of the primary sources of capital production. The link between the bank's earnings and the investments that helped to generate those profits is known as profitability. Profitability is another objective for the bank and a yardstick for assessing its effectiveness. It is also the main measure of the overall success of the organization, shareholders, investors and bankers alike. It can also be said that profitability is a strategic goal that enables banks to grow and continue because losses and the inability to make a profit.

Although the number of bank staff normally declines as a consequence of the deployment of new technologies (Khaddam et al. 2023; Frey & Osborne, 2015; Kumar, 2008), It's likely that certain technologies may cause worker displacement, while others will just remove particular chores or responsibilities in favor of higher-value labor that may result in the creation of new job possibilities.

Therefore, the purpose of this study is to examine how E -banking services affect workers' sense of job security in Jordan commercial banking sector’s. This study is significant because it establishes a theoretical framework that aids in providing a clear understanding of the topics of electronic banking and job security for both the organization being studied, which is the Jordanian banking sector and its employees, and for researchers. The study's findings may be utilised and implemented in Jordanian banks.

2. Literature review

E-banking and job security have been the subject of several studies. For instance, Atiku & Gently (2011) looked at how electronic banking

affected job security in Nigerian banks. The findings of their investigation demonstrated that the use of electronic banking services causes bank staff to lose their employment and retire early. Another research by Shirzadi et al. (2017) reveals that the usage of telephone banking, online banking, and e-money transfer services has an impact on employment stability and lowers job security.

The Al-Zahrani & AL-Mazari study (2015) found that while there is no proof that telephone banking has a bad impact on employee job security, there is evidence that employee job security is negatively correlated with money electronic transfer, internet banking services and, automated teller machines (ATM).

According to Bashir, and Ramay (2010), stressors that impact bank personnel in Pakistan, such as the need to keep up with the industry's fast technological development, raised workplace stress and decreased job performance. According to this research, quick adoption of new technology may cause job losses via degrading performance.

According to Al-Fakeh et al. (2020), job satisfaction raises the bar for quality and productivity expectations and provides the chance to create more safe workplaces, make better use of human resources, and improve performance. Because they are the ones who produce profits, employees are important assets to businesses (Alown, Al-Fakeh, & Aburumman, 2021; Alzghoul et al. 2022).

Other researchers have looked at the connection between e-banking and profitability. One such study is by Alghusain et al. (2017), which demonstrates a beneficial effect of banks billing (e-FAWATEER com) services, utilizing E-banking, and using banks cards on the profitability of the bank. The 31 banks included in Saluja's (2015) analysis are organized into four main groupings of scheduled commercial bank’s in India. The findings of this research indicate that employing e-banking has a favorable impact on the profitability of Indian banks. In their study, Yang et al. (2018) focused on the profitability and cost-efficiency performance of Chinese banks after they fully adopted the electronic banking system. According to the research, e-banking might enhance the ROA, ROE, and OM performance of Chinese banks. E-banking, on the other hand, little affects how well Chinese banks operate in terms of efficiency ratio. In order to determine how employing electronic banking affects the profitability of private banks in the region of Kurdistan, Meihami et al. (2013) performed study. The results of the study indicate a high and positive correlation between the profitability of these banks and electronic banking, including its five components (such as bank cards, automated teller machines, online banks, telephone banks, and points of sale).

3. Hypothesis of the study

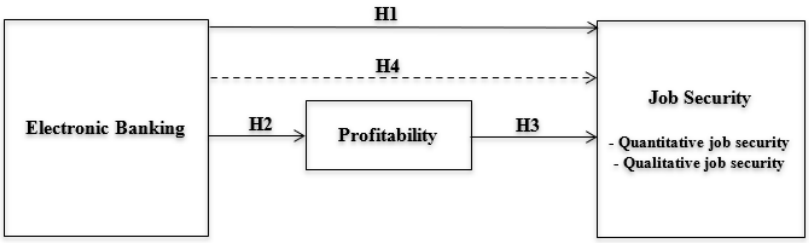
The progress in payment methods and the development in financial technology has an impact on the role of human resources in terms of speed and accuracy, somewhat considered a positive impact, but it is often followed by a negative impact represented by the abundance of available human resources, which is followed by the existence of plans in senior administrations to dispense with them. All this will generate a feeling of instability and lack of job security. Hence the problem and importance of this study by highlighting electronic banking and its impact on job security among workers in the Jordanian banking sector, with profitability as an intermediary variable. A questionnaire was designed by researchers to study the following main hypothesis and sub-hypotheses:

H1: There is a positive relationship between Electronic Banking and Job Security in Jordanian banks.

H2: There is a positive relationship between Electronic Banking and Profitability in Jordanian banks.

H3: There is a positive relationship between Profitability and Job Security in Jordanian banks.

H4: Profitability mediates the relationship between Electronic Banking and Job Security in Jordanian banks.



4. Methodology

4.1 Sample and data collection

In order to choose the sample size for this study, a probability sampling design using a quantitative research design technique was used. The 21000 bank workers in the Hashemite Kingdom of Jordan were the paper's intended audience. In addition, 378 respondents from the target audience were included in the sample, and they represented every bank employee position, from entry-level to management. As a result, we used the self-administered procedure to gather questionnaire answers from the respondents after distributing questionnaires for this study.

The respondents were given 400 questionnaires for the aim of scientific inquiry and analysis. The researchers took several actions to increase the response rate for the current study. They started by hand-delivering surveys with a cover letter detailing the study's objectives. Second, they told the people who filled out the surveys that all the information they supplied would be held in complete confidentiality. The researchers also used a small group of employees who acted as internal points of contact at each bank. These workers were responsible for collecting the questionnaires from various workers and motivating them to be interested in the questions. Final data collection and processing yielded a total of 280 questionnaires, with a legitimate response rate of 70%. This percentage is quite excellent, according to Babbie (1992), who states that "60% is an good response rate, while 70% is extremely excellent." Thus, the data were used to assess the validity and reliability of the instruments by conducting a descriptive analysis of the respondents' demographic profile using SPSS software version 25. The data were also filtered and cleaned to weed out outliers. Using SmartPLS 3.3.2, the measurement, and structural model of the study framework was examined.

4.2 Measurement

In this research, all of the constructs' assessment questions were included in the questionnaire, which used a five-point Likert-type scale of agreement with the responses ranging from 1 for "strongly disagree" to 5 for "strongly agree." The 51 elements on the instruments, which correspond to the four components of this paradigm, were taken from earlier works of literature. According to the context of this research, the 51 items were separated into 10 items for P assessed and 11 items for EB measured, which were adopted from Rogia 2021) and Gaida & Harkat (2017), respectively. Final 30 JS dimensions components comprised 12 items related to quantitative job security QN and 18 items related to qualitative job security QL, all of which were derived from De Witte et al. (2010). Table 1 lists the items along with their sources.

Table 1: Measurement Items and Sources

Construct	Code	Item
Electronic Banking (EB)	EB1	It provides comprehensive banking services as in traditional branches.
	EB2	The bank has a number of ATMs and points of sale that are widely spread.
	EB3	The bank is constantly developing the website.
Gaida & Harkat (2017); Shayer et al (2019)	EB4	The bank spends part of its resources on electronic banking.
	EB5	The bank has a number of electronic applications.
	EB6	The bank has modern computers.
	EB7	The bank has modern systems and communication network.
	EB8	There are a number of sufficient legislations to regulate dealing with electronic banking.

	EB9	The bank's website enjoys providing advanced banking services.
	EB10	The bank provides an introduction to electronic banking services and their features through its website.
	EB11	There are qualified human resources to practice electronic banking services.
Profitability (P)	P1	The use of electronic services reduces the cost of investing in human capital.
(Rogia , 2021)	P2	The use of electronic services leads to a reduction in paperwork, which leads to reduced cost and increased profitability.
	P3	The use of electronic services leads to an increase in competitive advantage, which reflects positively on increasing market share.
	P4	The increase in market share due to the use of electronic services leads to a costume.
	P5	Using electronic services reduces the need to open new branches, which reduces costs and increases profitability.
	P6	The use of electronic services leads to the cycle of using money and enables it to be invested to achieve additional profits.
	P7	The use of electronic services by a large customer base reduces the cost of marketing e-services.
	P8	The use of electronic services leads to an economy of time and effort, which reflects positively on profitability.
	P9	The use of electronic services leads to increased operational efficiency through rapid handling of inputs.
	P10	The use of electronic services around the clock leads to attracting more customers and thus increasing transactions, which positively affects the profit margin.
Job Security (JS)		
Quantitative job security (QN)	QN1	I probably won't lose my current job or move to a lower job level.
	QN2	I feel that my current job provides me with lifelong job security.
	QN3	I can move to another job in the bank without changing the job level.
(De Witte, et al., 2010)	QN4	The salary I received is the most important element of my sense of job security.
	QN5	The salary you receive is suitable for the high cost of living rates.
	QN6	The salary I get is enough to meet my family needs.
	QN7	The salary I received is rewarded for my work tasks.
	QN8	The number of hours I spend working at the bank is specific.
	QN9	I can get a promotion to a better position in my bank.
	QN10	I have a chance to get a promotion at another bank.
	QN11	I don't have to accept early retirement in my current job.
	QN12	Continuing the job is the most important feature of my work.
Qualitative job security (QL)	QL1	I received my monthly salary in full and on time.
	QL2	I feel good about the salary you received at the bank.
	QL3	Get the class and bonus due without delay.
(De Witte, et al., 2010)	QL4	Material and moral incentives are commensurate with the work I do.
	QL5	Increasing the number of jobs I can raise makes me feel safe.
	QL6	Promotions are made in the bank according to efficiency and this makes me feel safe.

QL7	Having graduate degrees enhances my sense of job security.
QL8	Stable political conditions improve my sense of job security.
QL9	My sense of job security pushes me to be creative in my work.
QL10	The bank's management is keen to satisfy my needs.
QL11	I have no intention of looking for additional work.
QL12	My relationship with my manager at the bank makes me feel reassured.
QL13	The bank's management takes care of my problems and helps me solve them.
QL14	The bank's management deals professionally with practical issues.
QL15	Dealing fairly with employee disputes contributes to my sense of job stability.
QL16	The nature of work in the bank increases my sense of job security.
QL17	My relationship with my coworkers makes me feel safe.
QL18	The administration's preservation of my rights at work makes me feel safe.

5. Results

To examine the hypotheses and test the mediator and direct effects, this research used a quantitative methodology using partial least squares structural equation modeling (PLS-SEM) (Jf Hair et al., 2021). Using a two-stage process that included studies of the measurement model and the structural model, the model was checked to ensure the validity and reliability of the suggested measurement scales (Jf Hair et al., 2017).

5.1 Demographic profile

Table 2 illustrates the sample's demographic characteristics; of the 280 questionnaires, 204 (or 72.9%) were completed by males and 76 (or 27.1%) by females. Also, the majority of respondents were between the ages of 25 and 35, comprising 167 (56.1%) of the entire sample. 68.9% of respondents with various levels of education were bachelor, according to qualification. In addition, the percentages of employees with various levels of scientific major were 64.6% for business administration, 17.5% for accounting, 9.3% for economies, and 8.6% for banking and financial sciences. Regarding the managerial position, the biggest percentage of responses were accounts (32.1%), followed by customer service (30.7%). The majority, or 25.7% of respondents, had work as technicians, then 25.4% work as skilled labor. Finally, the majority had between 11 and 15 years of professional experience presenting 34.3%.

Table 2: Respondents Profile (n = 280)

Description	Frequency	%	Description	Frequency	%
Gender			**Position**		
Male	204	72.9%	Manager	26	9.3%
Female	76	27.1%	Head of the department	30	10.7%
Age (years)			Customer service	86	30.7%
25 *&* below	34	12.1%	Teller	48	17.1%

(25 – 35)	157	56.1%	Accounts	90	32.1%
(36 – 40)	62	22.1%			
(41 – 50)	27	9.6%	**Structure**		
		0%	Senior management	20	7.1%
Qualification			Middle management	52	18.6%
Diploma	66	23.6%	Specialists	30	10.7%
Bachelor	193	68.9%	Technicians	72	25.7%
Master	17	6.1%	Skilled labor	71	25.4%
Doctorate	4	1.4%	Normal labor	35	12.5%
Scientific Major			**Experience (years)**		
Banking and financial sciences	24	8.6%	Less than 5	20	7.1%
Accounting	49	17.5%	(5 – 10)	71	25.4%
Business administration	181	64.6%	(11 – 15)	96	34.3%
Economies	26	9.3%	(16 – 20)	54	19.3%
			21 & above	39	13.9%

5.2 Measurement model analysis

Measurement model tests and model testing with latent variables are required. SmartPLS software was used. First and foremost, there are 280 surveys in all. The validity and reliability of the instruments were then verified by looking at the measurement model (outer model) (Hair, Ringle, & Sarstedt, 2011).

The reliability “internal consistency” and, validity “convergent and, discriminant validity” of the PLS measurement model were analyzed. The following are the conditions for the measurement model: Jf Hair et al. (2017) and Tan, Ramayah, and Popa (2017) both recommend that all item loadings be larger than 0.7 or 0.6, that the composite reliability (CR) value be better than 0.7, and that the average variance extracted (AVE) be at least 0.5. The convergent validity of a test item determines whether it estimates a latent variable that it is expected to measure (Urbach & Ahlemann, 2010; Tan et al, 2017), whereas the AVE evaluates the measure of change that a build captures from its contrasting markers, and the sum due to the estimation error (Fornell & Larcker, 1981; Tan et al., 2017; Ringle et al. 2015). The most recent trustworthy and valid measurement model was created using PLS version 3.2.9, as shown in Table 3

Table 3: A summary of the reflective measurements model's findings

Constructs	Indicators	Convergent validity			Internal consistency reliability	
		Loading	Rho_A	(AVE)	Composite reliability	Cronbach alpha
		>**0.60**	>**0.50**	>**0.50**	**0.70-0.90**	**0.60-0.90**
Electronic Banking (EB)	EB1	0.747	0.949	0.573	0.936	0.929
	EB2	0.741				
	EB3	0.809				
	EB4	0.781				
	EB5	0.791				
	EB6	0.792				
	EB7	0.691				
	EB8	0.651				
	EB9	0.796				
	EB10	0.773				
	EB11	0.735				
Profitability (P)	P1	0.698	0.907	0.642	0.914	0.888
	P4	0.754				
	P5	0.833				
	P6	0.868				
	P7	0.838				
	P8	0.804				
Job Security (JS)						
Quantitative job security (QN)	QN1	0.711	0.974	0.675	0.961	0.956
	QN2	0.904				
	QN3	0.691				
	QN4	0.688				
	QN5	0.711				
	QN6	0.822				
	QN7	0.777				
	QN8	0.870				
	QN9	0.909				
	QN10	0.883				
	QN11	0.918				
	QN12	0.913				
Qualitative job security (QL)	QL1	0.892	0.979	0.769	0.980	0.978
	QL2	0.842				
	QL3	0.857				
	QL4	0.762				
	QL5	0.866				
	QL6	0.879				
	QL7	0.925				
	QL8	0.906				

	QL9	0.912
	QL10	0.911
	QL11	0.910
	QL12	0.896
	QL13	0.858
	QL14	0.878
	QL15	0.848

The findings of the validity and reliability evaluations of the measurement model are shown in Table 3. According to Table 3, 7 items (P2, P3, P9, P10, QL16, QL17, and QL18) were eliminated owing to low factor loadings, while the remaining items had factor loadings over 0.6. The findings also show that all constructions' CR values, which ranged from 0.914 to 0.98, were higher than the criterion value of 0.7. This demonstrates the validity of the measuring approach used in this investigation (Jh Hair et.al ,2017).”The validity was also looked at in relation to the measurement model's convergent and discriminant validity. With AVE values larger than the advised limit of 0.5, ranging from 0.573 to 0.769, the convergent validity of the measures was recognized (Jf Har et al., 2017).

When an item should load more strongly on its own concept than on other constructs, discriminant validity is verified. As a result, researchers evaluated discriminant validity by finding that the square root of the AVE value of each construct differed from all other constructs to be greater than the correlations between two components (Barclay. & Lloyd, 1996;.Fornell, & Larcker,. 1981). As a result, Table 4 shows that each construct has a higher correlation score with itself than it does with any other construct. This shows that all notions meet the criteria for discriminant validity and that they may be used. As a result, it can be said that the measuring model is accurate and dependable. This proved the validity of the device and the dependability of the data.

Table 4: Fornell-Larcker Criterion

Construct	***EB***	***P***	***QL***	***QN***
Electronic Banking	**0.757**			
Profitability	0.384	**0.801**		
Qualitative job security	0.285	0.775	**0.877**	
Quantitative job security	0.289	0.160	0.218	**0.822**

The Heterotrait-Monotrait Ratio (HTMT) is a sort of criterion that was used in SmartPLS for this measurement purpose to assess the discriminant validity of the measurement model. This cutting-edge method examines the latent variables' discriminating validity. Mention that the values of HTMT must be lower than the necessary threshold value, according Kline (2015).85. However, according to Henseler et al.

(2015), in order for the HTMT analysis to be valid, the confidence interval cannot include a count value of 1 for any of the components.

Table 5 contains the results of the HTMT criteria; it is evident that all of the HTMT values of the latent constructs in the overall model variables varied from 0.052 to 0.811 and were, therefore, below the threshold value of 0.85 (Franke & Sarstedt, 2019). This finding demonstrated the complete selective nature of each latent construct assessment (Henseler et al., 2015).

Table 5: The HTMT Criterion

Variables	***EB***	***P***	***QL***	***QN***
Electronic Banking				
Profitability	0.350			
Qualitative job security	0.262	0.807		
Quantitative job security	0.281	0.161	0.204	

5.3 Structural model analysis

The constructs or latent variables and the routes connecting them to one another make up the structural model (Jf Hair et al., 2017). a structural model, shown schematically in Figure 2, is organized as follows: (EB, P, and JS). The four assumptions put out in the paper's four sections guide the arrows connecting the constructions. Figure 2 presents the standardized estimate for the structural model of this investigation, which demonstrates the direct relationships between the variables (EB and JS), (EB and P), and (P and JS), as well as the mediating effect of P on the link between EB and JS. For further clarification, the coefficient of path values, which reflects the strength of the association between any two constructions, spans from -1 to +1 (Hair et al., 2017).

As usual, marketing researchers used the significant threshold of p 5%. Ramayah et al. (2016) established the crucial values for significance in 2-tailed tests as follows: p 10% (1.64), p 5% (1.96), and p 1 (2.58). According to Hair et al. (2017), determining whether a route coefficient is substantially different from zero is possible using the bias-corrected bootstrap confidence intervals (lower limit, upper limit). There is a substantial influence of this route if the confidence interval for the computed path coefficient does not contain zero (Hair et al., 2017). Table 6 displays the results of the structural model utilized in this investigation, which consisted of 5000 subsamples with a replacement from bootstrap instances equal to 280 original data points.

Figure 2: Result of the structural model

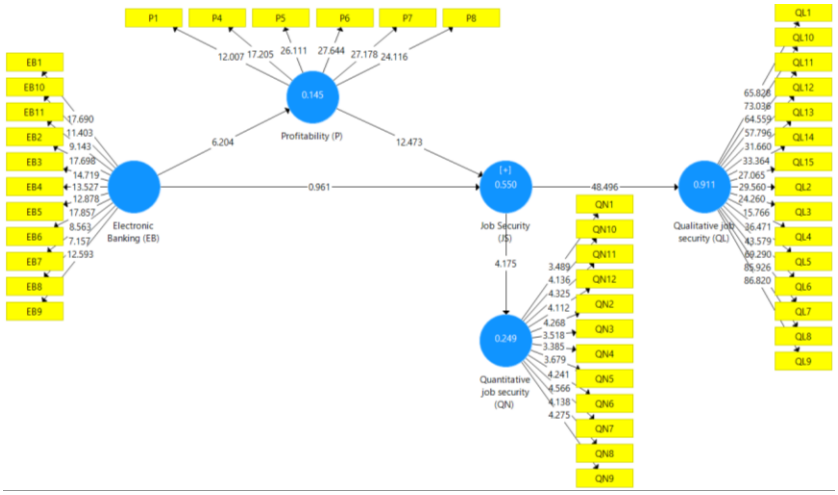


Table 6: Results of the Structural Model

Hypothesis	Relationship	Indirect effect (β)	S. Error	t- Statistic	P Values	Confidence Interval (BC)		Decision
						LL	UL	
H1	Direct Relationship EB→JS	0.073	0.076	0.960	0.337	-0.090	0.208	Not Supported
H2	Direct Relationship EB→P	0.381	0.061	6.204	0.000	0.243	0.482	Supported*
H3	Direct Relationship P→JS	0.711	0.057	12.473	0.000	0.593	0.815	Supported*
H4	Indirect Relationship EB→P→JS	0.271	0.049	5.553	0.000	0.171	0.352	Supported*

Note: Significance level at *p < 0.01 (two-tailed). LL, lower limit at 5%; UL, upper limit at 95% confidence interval; BC, bias corrected.

Table 6 shows that the link between the path coefficients of EB and JS (direct effect) was determined to be negligible; the result showed that (EB JS, =0.073; t-value of 0.960), whereby H1 is not supported. Furthermore, the findings of the second hypothesis suggested that H2 was supported since this link was shown to be statistically significant at p 0.01. As a consequence, the findings demonstrated that this association between P and JS is determined to be statistically significant at p0.01, indicating that H3 is likewise supported. As a consequence, the H4 bootstrap findings for this investigation showed that the indirect impact (EBPJS, =0. 271, t-value of 5.553, significance level: p 0.01) was significant at p 0.01. The outcomes also demonstrated support for H4 since they showed a mediation for indirect impact at a 5% confidence interval (LL= 0.171, UL= 0.352) that does not straddle a 0 in between.

6. Conclusions and recommendations

Based on what was addressed in the prior research, the study discovered that electronic banks had a detrimental effect on job security, as the more the bank relies on providing its services and completing its transactions electronically, the lower the level of dependence of the bank on employees to complete paper transactions, which in turn will lead to the layoff of employees at these banks, which will generate a sense of job insecurity for them. All of the above will lead to reduced transaction time and costs (increased operational efficiency) and will result reduce costs which in turn will increase the profitability of banks.

Jordanian banks provide a variety of online banking services, the most of which are free. Nevertheless, these services may have an impact on the bank's profitability by luring in new customers. By reducing the amount of people needed for customer care, using electronic banking allowed banks to raise their profitability and boost customer happiness.

This paper found that banks that follow the technological and service innovation in a good way achieve a competitive advantage in general. This eventually indicates that the customer satisfaction will increase, and thus improve the bank's performance.

According to the results and the literature review the following recommendations are formulated:

• Researchers recommend further studies on this topic by introducing new variables such as competitive advantage, quality of banking services, market share of the bank and technology infrastructure.

• Conducting more training and development courses for new and old employees so as to increase their abilities to keep pace with technological development, which in turn will enhance the sense of job security.

• Researchers believe in the need to diversify by providing electronic banking services provided, whether through the bank's website or applications, and working to simplify the completion of electronic transactions in order to attract more customers.

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