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Open Banking API and Employee Competency: Driving Remittance Performance and Customer Growth in Islamic Banking

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***Abstract*—This paper analyzes the impact of employee competency and business performance on the effectiveness of remittance services, with Open Banking API implementation acting as a supporting technological enabler. The study focuses on an Islamic bank undergoing digital transformation. A quantitative approach was employed using questionnaire data from 40 remittance employees, analyzed through regression methods, and complemented by a before-and-after system performance evaluation based on operational data from 2022 to 2024. The measurement instruments demonstrated excellent reliability (Cronbach's $\alpha > 0.96$) and validity ($p < 0.05$). The statistical results indicate that employee competency has a significant positive effect on remittance business performance. $\beta = 0.812, p < 0.001$ $R^2 = 0.659, F - statistic = 73.463$). Concurrently, the implementation of the Open Banking API significantly reduced average transaction processing time by 80% (from 10 seconds to 2 seconds), which directly contributed to a 52.9% growth in active partners. Grounded in the Resource Based View (RBV) theory, these findings highlight that orchestrating complex API integrations requires parallel human resource readiness to maximize organizational performance and active partner growth.**

***Index Terms*— Active Partners, Employee Competency, Islamic Banking, Open Banking API, Remittance Business Performance**

I. INTRODUCTION

The banking sector is currently undergoing a rapid and profound digital transformation, fundamentally altering traditional operational structures into agile, client-centric platforms [1]. Within this shifting paradigm, cross-border remittance corridors function as an indispensable lifeline, processing high-value transactions that sustain regional economies and mitigate systemic inequalities. Services play a highly critical role in the global financial ecosystem [2]–[3]. However, managing high-volume remittance transactions presents complex operational challenges for banking institutions, particularly regarding reducing transaction costs and accelerating processing speed.

However, digital transformation in banking must be managed carefully. At the same time, financial technology integration drives operational efficiency across developing nations [4], it can also widen the digital divide and elevate systematic risks if not supported by inclusive credit market development [3]. To oversee this transition, policymakers are increasingly looking at international benchmarks to design regulatory-driven data-sharing regimes that protect consumer financial data rights [5]. However, managing high-volume remittance transactions presents complex operational challenges for banking institutions, particularly regarding reducing transaction costs and accelerating processing speed.

In today's fiercely competitive landscape, embracing technological change is no longer optional. Still, a critical driver for organizational survival [6]. Transitioning to digital and mobile pathways significantly lowers transfer charges compared to traditional banking protocols, ensuring speedy, secure, and cost-effective flows that bolster overall institutional productivity [7]. To maintain competitiveness and ensure service reliability, banks are compelled to modernize their core infrastructure [8] and embrace sustainable financial technologies [9].

To address these operational bottlenecks, financial institutions are increasingly integrating Open Banking Application Programming Interfaces (APIs). Open Banking acts as a powerful technological enabler that facilitates secure, standardized, and real-time data exchange across interbank payment networks [1]. The Implementation of robust API infrastructures not only drastically reduces transaction processing times but also effectively mitigates systemic risks through automated verification frameworks [10] and secure, regulatory-driven data sharing regimes [5]. Such technological maturity is imperative for fostering new, sustainable fintech business models and orchestrating secure cross-border trade settlements [9], [11].

Specifically, within the remittance division of the observed Islamic bank, there was a pressing need to overcome traditional operational bottlenecks that hindered processing speed and limited institutional partnerships. Before its digital transformation initiatives, legacy workflows constrained the bank's ability to scale its cross-border services, leading to transaction processing times that were increasingly inadequate for modern corporate demands. Recognizing this critical inefficiency, the institution initiated a strategic operational overhaul. This involved integrating an Open Banking API to accelerate settlements, while simultaneously relying on its dedicated workforce of 40 remittance employees to rapidly adapt to and manage these new, highly automated digital workflows. This specific transitional phase, where an Islamic financial institution actively orchestrates both its human capital readiness and technological infrastructure to boost business performance and expand its active partner network, serves as the fundamental motivation and real-world context for this study.

Despite the clear advantages of API integration, digital transformation is inherently a complex socio-technical challenge [12]. Grounded in the Resource-Based View

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(RBV) theory, acquiring advanced technological restructuring alone is insufficient to sustain operational excellence without the parallel readiness of human capital [6]. Employee competence encompassing technical knowledge, analytical thinking, and digital adaptability is critical for managing, monitoring, and executing advanced system-based workflows [13]–[14]. Cultivating these digital competencies ensures that the workforce can effectively navigate highly automated environments and align seamlessly with the evolving organizational culture [15]–[16].

Previous empirical evaluations have frequently analyzed technological integration and human resource readiness in isolation. However, to accurately measure value creation within an Islamic bank undergoing comprehensive digital transformation, a robust multivariate analytical approach is required [17]–[18]. It is the simultaneous orchestration of both tangible assets (API technology) and intangible assets (human competence) that dictates overall institutional efficiency [6], [17].

Therefore, this study aims to systematically evaluate the simultaneous and partial impact of Employee Competence (X_1) and Open Banking API Implementation (X_2) on Remittance Business Performance (Y) using Multiple Linear Regression (MLR) methodologies [18]–[20]. Furthermore, by establishing this socio-technical synergy, this research investigates how enhanced operational reliability and holistic customer experience serve as the primary catalysts for institutional trust and subsequent Active Partner Growth (Z) within the financial network [7], [8], [21]–[22]. To ensure a precise measurement of this transitional phase, the empirical evaluation is explicitly bounded between 2022 and 2024, effectively capturing the operational shift from legacy systems to fully integrated API workflows.

II. Literature Review

A. Open Banking API Implementation

Open Banking APIs function as the foundational architecture for modern financial ecosystems, facilitating seamless interoperability between core banking systems and third-party providers [1]–[2]. The implementation of Open Banking acts as a catalyst for digital transformation, shifting traditional banking models toward sustainable, client-centric fintech business models [9]. Furthermore, the application of blockchain technology and smart contracts can secure cross-border trade settlement models, creating trust-free networks that ensure transparent and immutable records [11]. Maintaining the integrity of these API gateways is paramount; hence, applying rigorous security analysis to transaction protocols ensures robust protection against unauthorized data access and cyber breaches [10]. However, digital transformation in banking must be managed carefully. At the same time, financial technology integration drives operational efficiency across developing nations [4], it can also widen the digital divide and elevate systemic risks if not supported by inclusive credit market development [3]. To oversee this transition, policymakers are increasingly looking at international benchmarks to design regulatory-driven data-sharing regimes that protect consumer financial data rights [5].

B. Employee Competence and Intellectual Capital

Human capital readiness goes beyond basic digital literacy; it encompasses complex problem-solving and proactive adaptability in highly digitized welfare and financial organizations [14]. In the era of Industry 4.0, the concept of the "Worker 4.0" emphasizes the necessity for employees to develop advanced personal, socio-communicative, and technical competencies to thrive in automated workspaces [13]. Digital transformation is fundamentally a human-centric challenge, where the interplay of digital awareness and intrapreneurial competencies is crucial for driving sustainable organizational change [12]. Furthermore, intellectual capital efficiency comprising human, structural, and relational capital has been empirically proven to significantly drive bank performance and value creation within Islamic banking and beyond [17]. Measuring these digital proficiencies through specific maturity models allows organizations to strategically plan human resource development and training at the individual level [16]. Aligning employee competency with organizational culture is also vital, as such cultural synchronization helps to reduce perceived workplace stress and significantly improves overall job satisfaction [15]. Ultimately, integrating technological change with robust legal compliance directly enhances digital human resource practices, establishing a resilient operational framework [6].

C. Remittance Business Performance and Active Partners

Remittance business performance represents the effectiveness and efficiency of cross-border service delivery, encompassing accurate measurement, transaction speed, and operational reliability [23]. To achieve this, the integration of digital infrastructure fundamentally alters operational capabilities; the rapid adoption of mobile and digital-based remittance channels offers a highly accessible, unbureaucratic, and low-cost alternative that directly challenges traditional transfer methods [7]. The transition from traditional adoption to sustained continuance is further solidified by the integration of stablecoins in cross-border remittances, which significantly lowers transfer charges and accelerates processing speeds [24]. Furthermore, aligning remittances with sustainable development goals such as "green remittance" directed toward renewable energy or climate resilience offers a novel form of sustainability finance [22]. In the context of open banking and fintech, the holistic customer experience is driven by factors such as perceived value, ease of use, quality of support, and system reliability, all of which strongly affect loyalty intention [21]. Consequently, improved remittance performance links internal organizational capabilities with the continuous growth of active partners. Ultimately, improved remittance performance is expected to enhance partner satisfaction and strengthen long-term collaboration. Consequently, remittance performance functions as an important outcome that links internal organizational capabilities with the growth of active partners.

D. Statistical Methodology and Model Optimization

To empirically analyze the complex relationships among these variables, advanced statistical methodologies such as Multiple Linear Regression (MLR) and Artificial Neural Networks (ANN) are utilized to maximize prediction accuracy [18], [20]. MLR remains a cornerstone in modelling linear relationships between multiple predictors and a single continuous outcome, effectively minimizing residual variance [19]. For instance, MLR combined with particle swarm optimization (PSO) has proven highly effective in generating precise performance estimations under varying dynamic profiles [25]. This conceptual relationship forms the basis of the analytical framework used in this study to examine how technological and human factors jointly influence remittance performance and partner growth.

The interaction between Open Banking API implementation and employee competence is expected to enhance remittance business performance. Improved performance subsequently contributes to the growth of active partners. This conceptual relationship forms the basis of the analytical framework used in this study to examine how technological and human factors jointly influence remittance performance and partner growth in Islamic banking institutions.

III. Research Methodology

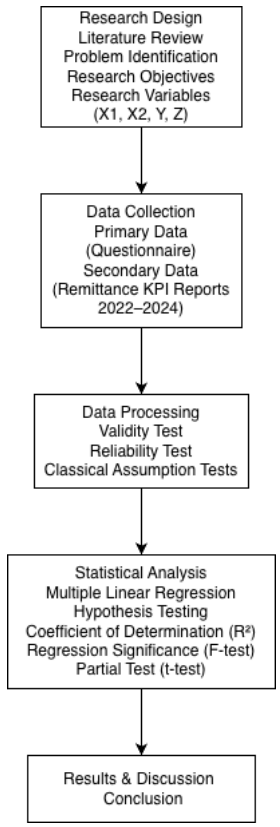
A. Research Design

This study employs a quantitative associative research design to evaluate the causal relationship between socio-technical variables in the banking sector [12]. The process begins with a comprehensive literature review and problem identification, leading to the formulation of specific research objectives that address digital transformation in banking [2]. The research variables are established as follows: Employee Competency (X_1) as a measure of human capital [13], Open Banking API Implementation (X_2) representing digital infrastructure maturity [8], and Remittance Business Performance (Y) as the primary operational outcome [4]. This approach combines primary data obtained through Likert-scale questionnaires distributed to bank employees with secondary operational data reflecting the efficacy of cross-border service delivery. Integrating these variables ensures that the structural model accurately captures the interplay between human resource readiness and technological infrastructure [14], [17].

The research flow is illustrated in Fig. 1. As shown in Fig. 1, the flowchart illustrates a sequential research process that begins with a literature review and variable identification (X1: Employee Competency, X2: Open Banking API Implementation, Y: Remittance Business Performance, and Z: Number of Active Partners). This foundational phase is followed by a quantitative data collection process that integrates both primary survey data and secondary operational metrics.

B. Data Collection

To ensure the accuracy and relevance of the comparative evaluation, the operational data analysed in this study is strictly bounded within the timeframe of 2022 to 2024.



Source: Processed primary data, 2025

Fig. 1. Research Flowchart

This specific three-year horizon was deliberately selected as it captures the most critical transitional phase of the bank's digital transformation. The operational records from 2022 establish the baseline performance metrics utilizing legacy workflows. Conversely, the data from 2023 to 2024 reflects the post-implementation phase, allowing for a precise measurement of the Open Banking API's impact. Confining the dataset to this specific period ensures that any significant improvements in transaction processing speed and active partner growth can be directly and validly attributed to this socio-technical intervention.
The operational data analysed in this study is strictly bounded within the timeframe of 2022 to 2024 to capture the most critical transitional phase of the bank's digital transformation. Primary data is collected through questionnaires distributed to bank employees, assessing the technical skills, analytical thinking, and digital adaptability required to operate Open Banking APIs efficiently [15]–[16]. Secondary data is derived from historical operational records, specifically the Remittance KPI Reports from 2022 to 2024. Secondary data is derived from historical operational records, especially the Remittance KPI Reports from 2022 to 2024, which document transaction processing efficiency, cost reduction, and service reliability. This historical data reflects how the rapid adoption of digital-mobile technologies and digital human resource practices transforms remittance channels, proving their remarkable adaptability in processing essential transfers when conventional pathways face bottlenecks [6]–[7]. This dual-source approach ensures a comprehensive evaluation of how formal digital architectures continuously evolve to

serve dynamic market demands and sustainability goals [9], [23].

C. Data Processing and Assumption Testing

To ensure accurate measurement and rigorous statistical testing, the research variables are clearly operationalized [12]. Employee Competency (X_1) is assessed using a 5-point Likert scale, focusing on system navigation capabilities, problem-solving proficiency, and digital compliance awareness [13]–[14]. Open Banking API Implementation (X_2) is measured through its architectural capability to facilitate secure data exchange, utilizing insights from formal API security protocols [2], [10]. Meanwhile, Remittance Business Performance (Y) is quantified using objective operational metrics, demonstrating how integrating advanced digital tools into financial services boosts processing efficiency [11], [24]. Ultimately, the success of these operational improvements is intrinsically linked to increased customer loyalty and institutional engagement [21]. The detailed operational definitions, indicators, and measurement scales for each variable are summarized in Table 1.

TABLE 1. OPERATIONAL DEFINITION OF RESEARCH VARIABLES

Variable	Code	Indicators	Measurement Scale
Employee Competence	X_1	Knowledge of remittance processes, digital system skills, problem-solving ability, compliance awareness	Likert Scale (1–5)
Remittance Business Performance	Y	Transaction processing time, service accuracy, operational efficiency	Likert Scale (1–5) & performance records
Open Banking API Implementation	X_2	Transaction speed, system integration reliability, error rate, scalability	System performance metrics
Active Partner Growth	Z	Number of active partners, partner transaction frequency	Ratio scale

Source: Processed primary data, 2025

Once collected, the data undergo rigorous processing to confirm validity and reliability [18]. Classical Assumption Tests are conducted to satisfy the Best Linear Unbiased Estimator (BLUE) criteria, including the Kolmogorov-Smirnov test for data normality, Variance Inflation Factor (VIF) to detect multicollinearity, the Durbin-Watson test for autocorrelation, and scatterplot analysis to ensure the absence of heteroscedasticity [19].

D. Statistical Analysis and Hypothesis Testing

To address the complexity of the research framework, the study utilizes Multiple Linear Regression (MLR) optimized for accurate estimations [20], [25]. This multivariate approach is chosen for its robustness in quantifying the simultaneous and individual impacts of multiple independent variables on a continuous operational metric [4]. The mathematical equation for the MLR model is formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon \quad (1)$$

The hypothesis testing phase comprises the Regression Significance (F-test) to determine the joint effect of X_1 and X_2 on Y, and the Partial Test (t-test) to evaluate the unique contribution of each independent variable. Finally, the Coefficient of Determination (R^2) measures the proportion of variance in the dependent variable explained by the model, confirming the strength of the proposed socio-technical synergy [3]–[4].

IV. RESULTS AND DISCUSSION

This section presents the empirical findings derived from questionnaire analysis and system performance evaluation to address the research objectives outlined in the Introduction.

A. Respondent Characteristics

The primary data for assessing Employee Competency (X_1) was obtained from 40 respondents within the remittance department of the Islamic bank. The demographic profile includes verifying levels of educational background, tenure, and technical certifications, which collectively validate the organizational capacity to absorb and manage digital disruption [12]–[13].

TABLE 2. RESPONDENT CHARACTERISTICS

Respondent Profile	Category	Frequency	Percentage
Gender	Mean	22	55%
	Female	18	45%
Age Range	20-35 year	29	72,50%
Position	Officer/Manager	22	55%
Education	D3/S1	33	82,50%

Source: Processed primary data, 2025

The dominance of employees in the productive age range and high education levels reflects adequate analytical capacity in managing the newly implemented API Open Banking system.

B. Instrument Quality Test (Validity & Reliability)

Before hypothesis testing, the measurement instruments were validated. The validity test confirmed that all questionnaire items had significance values of $p < 0.05$. The reliability test demonstrated excellent internal consistency, with a Cronbach's Alpha (α) exceeding 0.96, indicating that the instrument is suitable for use in hypothesis testing [18], [20].

TABLE 3. VALIDITY AND RELIABILITY TEST SUMMARY

Variable	Items	r-calculated	r-table	Cronbach's Alpha
Employee Competency (X_1)	20	0.351 - 0.818	0.312	0.962
Remittance Business Performance (Y)	15	0.351 - 0.818	0.312	0.961

Source: Processed primary data, 2025

Based on Table 3, the Cronbach's Alpha value, which is above 0.90, indicates very good internal consistency, so the instrument is suitable for use in hypothesis testing.

C. Descriptive Statistics

Employee Competency (X_1) exhibits a relatively high mean score, establishing a strong cognitive foundation and proving that the workforce possesses the necessary digital

fluency to execute and monitor automated API operations without significant friction [14], [16]. Remittance Business Performance (Y) demonstrates stable operational results, reflecting the effectiveness of the bank's cross-border service delivery [6], [23]. Overall, these descriptive statistical outcomes confirm that the dataset provides a valid, robust foundation for subsequent quantitative evaluation using MLR [19], [22].

TABLE 4. DESCRIPTIVE STATISTICS OF RESEARCH VARIABLES

Variable	Mean	Std. Deviation
Employee Competency (X_1)	61.7675	15.42600
Remittance Business Performance (Y)	49.34	10.86101

Source: Processed primary data, 2025

As presented in Table 4, the descriptive statistics provide a comprehensive overview of the research variables. Employee Competence (X_1) exhibits a relatively high mean score, establishing a strong cognitive foundation and proving that the workforce possesses the necessary digital fluency to execute and monitor automated API operations without significant friction. Furthermore, Remittance Business Performance (Y) demonstrates stable and consistent operational results, reflecting the effectiveness and reliability of the bank's cross-border transactions into seamless, highly accessible processes. Overall, these descriptive statistical outcomes confirm that the dataset is highly reliable and provides a valid, robust foundation for subsequent quantitative evaluation using Multiple Linear Regression (MLR) analysis [18].

D. Before-after Analysis of Open Banking API Implementation (X_2)

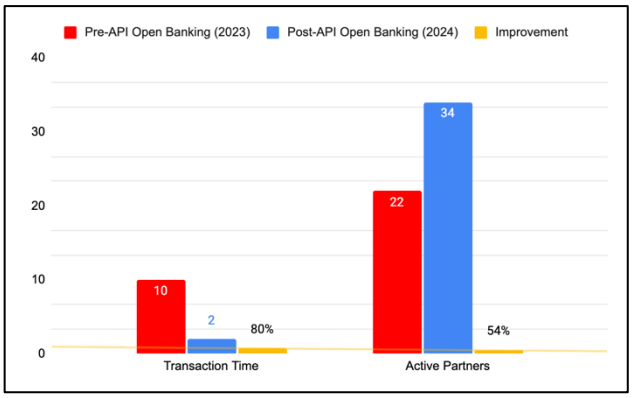
The comparative analysis reveals a significant enhancement in system efficiency, as API implementation successfully reduced the average transaction processing time by 80%. This empirical metric represents the bank's capability to process cross-border trade settlements securely and efficiently, proving that mobile and digital-based fintech channels provide rapid alternatives that outperform conventional mechanisms [7], [24].

TABLE 5. BEFORE-AFTER COMPARISON OF OPEN BANKING API IMPLEMENTATION

Indicator	Pre-API Open Banking (2023)	Post-API Open Banking (2024)	Improvement
Transaction Time	10	2	80.00%
Active Partners	22	34	54.00%

Source: Processed primary data, 2025

The integration of the Open Banking API (X_2) catalyzed a profound operational improvement, representing a fundamental shift toward a more sustainable and client-centric fintech business model [4], [9]. By minimizing processing delays, the bank significantly reduces operational friction, effectively bypassing the vulnerabilities inherent in traditional transfer corridors [5], [22]. Furthermore, this objective performance metric validates the maturity of the bank's digital infrastructure against cyber threats during the transition phase [2], [8], [10].



Source: Processed primary data, 2025

Fig. 2. Comparison of Remittance Business Performance and Number of Active Partners (2023-2024)

By minimizing processing delays, the bank significantly reduces operational friction and transaction costs, which are critical success factors for maintaining competitiveness. Such technological integration not only enhances internal efficiency but also bolsters institutional patronage by ensuring continuous and reliable service delivery, effectively bypassing the vulnerabilities and delays inherent in traditional transfer corridors. Furthermore, this objective performance metric validates the maturity of the bank's digital infrastructure. It ensures secure, real-time data exchange while safeguarding the financial network against cyber threats and data privacy breaches during the transition phase [3], [21], [25]. Consequently, this empirical metric of technological efficiency provides a highly valid and robust foundation to serve as the second independent variable for Open Banking Api Implementation (X_2) in the subsequent Multiple Linear Regression analysis.

E. Classical Assumption Tests

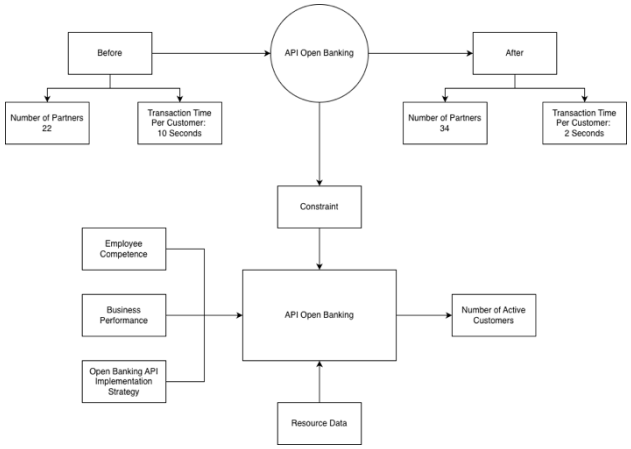
Before employing the MLR model, classical assumption tests were strictly conducted to ensure the estimations meet the BLUE criteria [18].

1. Normality Test: The One-Sample Kolmogorov-Smirnov test yielded a p-value of 0.200 (p>0.05), indicating a normal distribution of the residual data.
2. Autocorrelation Test: The Durbin-Watson statistic obtained is 1.652, which falls within the acceptable threshold, confirming the absence of autocorrelation.
3. Multicollinearity & Heteroscedasticity: Tolerance value (>0.10) and VIF values (<10.00) confirmed no severe multicollinearity between X_1 and X_2. Scatterplot analysis further verified the absence of heteroscedasticity [19].

F. Topological Analysis of Relationship Between Variables

To comprehensively visualize how this significant technological efficiency interacts with human resource capabilities within the remittance ecosystem, a structural network model is established. This topological mapping is essential to conceptualize the data flow and operational dependencies between the integrated variables before proceeding to the multivariate regression analysis.

As depicted in the topological framework above, the architecture illustrates the seamless operational dependencies between human capital for Employee Competency (X_1), Open Banking API Implementation (X_2), and Remittance Business Performance (Y).



Source: Processed primary data, 2025

Fig. 3. Topological model of the relationship between variables in the Islamic banking system

The topology explicitly maps out real-time data exchange protocols where Open Banking APIs enable frictionless international fund transfers [1], [11]. Employees serve as critical orchestrators who must actively oversee and optimize automated transactions [12], [14]. Deploying advanced infrastructure without adequate intellectual capital capabilities often leads to operational bottlenecks and increased systemic risks [3], [17]. This interplay drives overall efficiency and ultimately stimulates the continuous growth of active institutional partners [4], [9].

Within this automated and highly secure verification ecosystem, the role of employee competence is strategically positioned. Employees are not merely end-users; rather, they serve as critical orchestrators who must actively oversee, troubleshoot, and optimize automated transactions [12], [14]. This socio-technical alignment is fundamental to the bank's digital transformation. Deploying advanced infrastructure without matching it with adequate intellectual capital capabilities often leads to operational bottlenecks and increased systemic risks [3], [17].

Therefore, this topological mapping validates the study's theoretical construct: optimizing both the technological nodes (API infrastructure) and the human nodes (employees' analytical skills) is essential. It is this exact interplay that drives overall efficiency in modern banking institutions, ensures client-centric service reliability, and ultimately stimulates the continuous growth of active institutional partners in the financial network [4], [9].

G. Multiple Linear Regression Analysis Results

The empirical survey data for Employee Competency (X_1) was synthesized with the operational efficiency metrics for Open Banking API Implementation (X_2) into an MLR model [20], [25].

TABLE 6. MULTIPLE LINEAR REGRESSION RESULTS

Variable	Unstandardized B	Std. Error	Standardized β	t-statistics	sig. (p)
Constant	14.034	4.234	-	3.308	0.002
Employee Competency (X_1)	0.572	0.067	0.812	8.571	0.000
API Implementation (X_2)	0.350	0.060	0.428	5.214	0.000

Source: Processed primary data, 2025

Note: Dependent Variable = Remittance Business Performance (Y). R^2 = 0.659; Adjusted R^2 = 0.650; F-statistic = 73.463; Sig.F = 0.000.

Based on Table 6, the formulated regression equation is:

$$Y = 14.034 + 0.572X_1 + 0.350X_2 \quad (2)$$

The constant value establishes the baseline performance. The coefficients demonstrate that every 1-unit increase in Employee Competency (X_1) raises performance by 0.572 units, while Open Banking API Implementation (X_2) contributes a 0.350-unit increase [18].

H. Integrated Discussion and Business Implications

The statistical analysis reveals an R^2 of 0.659, indicating that 65.59% of the variance in Remittance Business Performance is jointly explained by Employee Competence and Open Banking Implementation [3]–[4].

1. Hypothesis Testing: The simultaneous F-test (F-statistic = 73.463, $p < 0.001$) proves that socio-technical synergy acts as the primary engine for service delivery [20]. Partially (t-test), both Employee Competency (t = 8.571) and API Implementation (t = 5.214) exert highly significant positive effects on business performance [5], [14].
2. Implication on Active Partner Growth (Z): Grounded in the Resource-Based View (RBV) theory, integrating tangible assets (technological infrastructure) with intangible assets (human competence) creates a sustainable competitive advantage [11], [17]. This robust integration, characterized by secure data sharing regimes and an automated verification framework, guarantees system resilience and fosters strong institutional confidence [8], [21]. Ultimately, this high business performance served as the primary catalyst for a 52.9% growth in active partners, expanding the network from 22 to 34 active institutional partners a strategic expansion that effectively mirrors the necessity of integrating local supply chains and regional outlets into a border-interconnected digital financial ecosystem [7], [21], [23].

V. CONCLUSION

This study provides empirical evidence on the critical role of socio-technical synergy in driving digital transformation within the banking sector. Based on the evaluation of operational data and human resource readiness from 2022 to 2024. It concluded that employee competence (X_1) simultaneously and significantly enhances Remittance Business Performance (Y). The Multiple Linear Regression (MLR) analysis demonstrates that these two variables jointly explain 65.9% of the variance in business performance.$R^2 = 0.659$).

Partially, human capital remains the fundamental pillar of operational excellence. Employee competence exhibits a highly significant positive effect on business performance, validating the Resource-Based View (RBV) theory that advanced technological infrastructure cannot function optimally without the parallel readiness, analytical skills, and digital adaptability of the workforce. Concurrently, the implementation of the Open Banking Api serves as a powerful technological enabler. By replacing legacy workflows, the API successfully reduced average transaction processing times by 80% (from 10

seconds to merely 2 seconds), establishing a highly efficient and secure real-time data exchange ecosystem.

Ultimately, the successful integration of skilled human resources and efficient API infrastructure directly catalyzed institutional trust and network expansion. This robust socio-technical alignment led to a 52,9% growth in active institutional partners, expanding the bank's network from 22 to 34 active partners. For banking institutions undergoing digital transformation, this research underscores that technology and human capital must not be managed in isolation; they must be orchestrated simultaneously to maximize cross-border remittance performance and sustain long-term competitive advantage.

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