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Research Article

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# Predictors of Users' Satisfaction with E-payment System: An Empirical Evidence from Balochistan

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## Abstract

*This study suggests a research model to explain how the independent variables relate to one another (perceived security, perceived speed of e-payment, perceived ease of payment, convenience, anonymity, traceability) and dependent variable (satisfaction with e-payment) to see if the academic and non-academic employees' satisfaction level is increased or decreased with the use of electronic payment system. To find out the links among the aforementioned variables, the present study disseminated questionnaire among 350 employees including the teaching and non-teaching staff of four universities i.e. University of Balochistan, BUITEMS, University of Loralai, and University of Turbat. In the present study, convenience sampling was employed.. In the current study, 219 responses were recorded using a convenience sampling method for data collection. The descriptive data analysis was done using SPSS.Partial least squares structural equation modeling (PLS-SEM) was utilized to analyze the hypothesized model and found full support for all the hypotheses of this study. The outcome of the study reveals that the employees get satisfied when they get their salaries and other transactions through a proper E-Payment system. The employees can use these services while travelling or at home or sitting at their offices. Therefore, it really sounds beneficial to use e-payment system in the modern era. This study also checked that what else e-payment value-added services are desired by the employees. Based on such contribution, this study focused on exploring the users' satisfaction through e-payment system. The work presents future directions for research as well as theoretical and practical consequences.*

## Key Words

User Satisfaction, E-Payment System, Perceived Security, Perceived Speed of E-Payment, Perceived Ease of Payment

## Introduction

Despite the fact that numerous organizations utilize the electronic payment system (e-payment system), its use has yet to be established, notably in Pakistan (Iman, 2018). As an educational institution that employs an e-payment system, the universities have conducted little or no study to see if their employees are satisfied with the new payment system and other relevant ones they are familiar with. In light of this, experts from Pakistani institutions looked at how satisfied consumers were with the e-payment system (Abdullah, 2018). E-payment is one of the most

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widely utilized payment systems on the planet. For online services and transactions, electronic payment is becoming increasingly prevalent. E-foundational commerce's component and backbone is its e-payment system. This particular payment method makes use of integrated circuit (IC) cards, encryption, and communication networks, among other information and communication technologies. The use of electronic payments in businesses and government agencies is increasing along with the number of internet users (Abrahao et al., 2016).

Instead of using cash in this study's e-payment system, the universities used a payroll application to conduct financial transactions with other users (employees) (Dahlberg et al., 2015). Other services used by academic and non-academic staff members include bank transfers, Inter-Switch ATMs, Value cards, and e-payment systems for vehicle licencing and revenue collection. The degree of consumer satisfaction with the e-payment system is used as a dependent variable in this study. A lot of factors affect how satisfied employees are with the electronic payment system and its apps. Among these factors are perceived security, electronic payment speed, perceived ease of use, anonymity, convenience, and traceability (Tella & Abdulmumin, 2015).

Perceived security factor contains the privacy of personal information, fear of hackers, security of salary payment and other transaction. Perceived speed of electronic payment factors the speed of the payment of salary, its notification speed, timely payment of wages will be noted. The ease of payment, that how much easy is to use the electronic payment, is it complex or simple for the employees and university. There is a link between simplicity of use and employees' attitudes regarding electronic payments (Hussain, Malik, Johns & Rahman, 2018).

The employee convenience criteria are determined by how convenient the e-payment method is for them (Shaw & Sergueeva, 2019). Their degree of stress, the availability of electronic payments, and the ease with which they may utilize them from home. The information about the transaction that may be easily obtained by the organization is included in anonymity. Employee registration is required (Teoh, Chong, Lin & Chua, 2013). Traceability covers the tracing of invoices, income certificates, and mistakes committed in the electronic payment system. Many organizations have implemented the electronic payment system, but its effectiveness, particularly at colleges, has yet to be established (Brohi et al., 2018). As a result, it's important to determine how happy university employees are with the way their salaries are paid through electronic means. In addition, it's crucial to find out how satisfied clients are with the various e-payment options they are accustomed to.. The outcomes of the study are likely to boost the system's value. Others may be motivated to follow suit and use an e-payment system to pay their employees' salaries and perform other financial activities.

## Problem Statement

In the old days, people used to travel from their village to the city and line up in the offices, in this way they used to get their salary by hand. Afterwards the Banking system came into being in which people had to stand in lines in front of the bank to be paid by Cheque (Hussain et., 2018). On every 1st of the month due to heavy rush, people used to wait for three to five days to get their salaries from the bank, due to which whole day of the people was wasted and they had this problem (Hussain et al., 2018). Then an alternative method came into existence. However, the satisfaction level of users linked with this system needs to be examined by following some predictors.

### Research Justification/Gaps Pertaining to the Literature

The e-payment system leading towards employee satisfaction had been investigated in some other organizations but less devotion has been paid at universities level. Profoundly, the universities situated in Balochistan Province (Abrahao et al., 2016). Therefore, the current study highlighted some of the issues facing by universities employees regarding the e-payment system especially in rural areas of Balochistan. This study also concentrated on the cognitive and physical aspects related to e-payment system. After analyzing the relationships among the constructs under study, this research provides few suggestions for the future (Abdallah, et al, 2019)

### Research Questions

The following research queries were developed to assist the study in achieving its objective.

RQ1: What is the impact of perceived security on satisfaction with e-payment system?
RQ2: What is the impact of perceived speed of e-payment on satisfaction with e-payment system?
RQ3: What is the impact of perceived ease of payment on satisfaction with e-payment system?

### Research Objectives

The main objective of this study is to examine the users (academic and non-academic staff are) satisfaction level with the e-payment system.

RO1: To examine the impact of perceived security on satisfaction with e-payment system.
RO2: To analyze the impact of perceived speed of e-payment on satisfaction with e-payment system.
RO3: To determine the impact of perceived ease of payment on satisfaction with e-payment system.

### Significance of the Study

By evaluating the relationship between perceived security, perceived speed of e-payment, perceived ease of payment, convenience, anonymity, and traceability, this study contributes to the body of information about the system.Beside the theoretical significance this research study has also some practical and managerial significance. As the universities are advanced to the new and modernized payment system (E-Payment) by replacing the old payment system, this also reduced the work load for the employees, those who were in stress are now relaxed and they don't have to wait in a long queue to receive their salary cheque, and they don't have to take a day off from their offices (Shaw & Sergueeva, 2019; Ain et al. 2016).

## Literature Review

### E-Payment System

E-payments are any financial transactions carried out over a digital medium. E-payments are ones made by electronic signals that are directly linked to credit or bank accounts. E-payments are any non-cash transactions that don't need paper checks (Hord, 2005). According to the criteria used in this study, a "e-payment" is the electronic value of a payment transferred from a payer to a payee through an electronic payment system that allows users (like employees) to remotely access and manage their bank accounts and transactions (Lim et al., 2006; Sumanjeet, 2009). The two main e-payment systems used in Pakistan are among the available payment

methods. Similar to other e-environments like electronic banking (e-banking), electronic shopping (e-commerce), or electronic learning, using an e-payment requires an internet connection (e-learning).E-payment is one of the primary uses of online banking because it relates to financial transactions (Kalakota and Whinston, 1997; Zhang and Jasimuddin, 2012).

When products and services are bought and sold via the Internet using electronic currency, this is known as an e-payment. To put it another way, it's a payment system where cash is sent electronically or digitally between two parties in exchange for goods or services. In this context, examples of entities are a bank, a company, the government, or one individual consumer (Tan, 2004). The 'e' is now a part of everything thanks to the ICT revolution, including e-banking, e-transactions, e-registrations, e-shopping, e-payment, e-learning, e-libraries, and other activities. The focus of this study focuses only on electronic payments.

An e-payment transaction is one that is not impacted by paper-based instruments. It should be noted that technical improvements have made it possible to treat checks as e-payment devices in various parts of the world. Users of e-payments have the option of sending or instructing payment orders using electronic terminals to accomplish money transfers and capital transfers, either directly or through the authorization of others. E-payments include online payments, phone payments, mobile payments, and self-service terminal payments. E-payment users are those who carry out their payment activity through e-payment channels and technologies. Four categories can commonly be used to classify electronic payment systems. Online electronic check payments, online electronic cash payments, online credit card payments, and a smart card-based electronic payment system are all available. Each group has benefits and drawbacks for both buyers and sellers. Different payment methods have varying levels of security, acceptability, cost, usability, anonymity, control, and traceability (Chavosh et al., 2011).

Three different forms of e-payment transactions were recognised by Tan: retail, corporate, and wholesale (2004). According to him, the three forms of transactions in the retail e-payment market are peer-to-peer (P2P), business-to-business (C2B), and consumer-to-business (B2C) (or consumer-to-consumer C2C). The term "business to business" refers to the transfer of wages or salaries from employers to employees, as well as ETFs such as monetary value reimbursements from employers to customers.There has been a shift in the electronic payment system as a result of developments in EFT (Electronic Fund Transfer) technology. EFT (Electronic Funds Transfer) is a method of transferring funds from one person's or organization's bank account to another. The act of applying this technique, on the other hand, is known as EFT.

## Perception toward E-payment

A key element in deciding whether someone uses a particular information technology (IT) system is their general attitude about the system and the applications it supports. The perceived usability of an IT application, then, also influences attitude toward use. This argument is supported by a research by Abrazhevich (2001), which shows that users' views strongly influence how they perceive e-payments and how likely they are to accept them. Prior adoption of IT has a detectable effect because customers often only embrace a new service after having similar experiences in the past. The practicality of the technology in terms of security, trust, and efficiency will also have an impact on users' decisions to adopt e-payment. This study operationalizes satisfaction with e-payment as the belief that it is preferable to conventional payment methods, that it can be trusted, and that it is secure, practical, and efficient based on these assumptions.

## User Satisfaction

To put it another way, system efficacy, user contentment, and system adoption or acceptance are all frequent metrics used to quantify information system performance, according to the literature on information system success and satisfaction. User satisfaction was chosen as the study's e-payment success metric as a result. (Delone & Mclean, 2003) assert that any of net benefits, user happiness, or (intention to use) may be employed as a dependent construct or element of system success.

Because the majority of users of information systems are non-volitional, user satisfaction is one of the most important dependent variables used to evaluate the success of information systems. User satisfaction research examines how well an information system (IS) communicates with its users (US). User satisfaction is characterised as a positive sentiment held by a person who uses a certain computer programme on a regular basis. In conclusion, user happiness is a function of perceived usability and utility, and a system is deemed successful if users are completely satisfied with it.

## Perceived Security

Security, in general, refers to a set of processes and systems that ensure the information's confidentiality, integrity, and origin (Tsiakis & Sthephanides, 2005). Perceived security in relation to e-payments can be divided into three categories. They are legal, transactional, and systems security. This is such that e-payments may only be regarded as secret when every step of the transaction process is able to meet users' demands and expectations for security (Baddeley, 2004). In the context of the internet, security refers to how people feel about ways to transfer and store information as well as means to make payments (Lim et al., 2006). It discusses the technical elements that offer relationship non-recognition, integrity, and confidentiality.

## Perceived Speed of E-payment

Numerous studies have shown that when a technology is easiest to use, users will find it more valuable. According to Flavian and Guinaliu (2006), trust levels are favoured by a computer system's usability. This is due to the fact that improved usability lowers the possibility of error, which is important when offering financial services online. Additionally, a website's accessibility and perceived speed of use of e-payment promotes low search costs and a better understanding of the tasks and materials on the website.

Offering customer engagement, according to Ainscough and Luckett (1996), is a crucial element in enticing customers to use e-payment delivery.. Another significant factor in determining customer satisfaction is download speed. Users must download a programme in order to observe the demonstration because it is typically only available in brief glimpses on websites. The majority of individuals believe that downloading files from the internet can introduce viruses and take up hard disc space. The delivery of services is frequently delayed as a result of slow response times after any electronic engagement, leaving customers wondering whether or not the transaction was successful. Abrazhevich (2001) concludes that appealing to users' acceptance of e-payment necessitates a good design of e-payment systems from the users' point of view. In conclusion, perceived ease of use, which in turn influences how consumers perceive e-payment systems, is significantly influenced by content, design, bank image and management, speed, and other variables.

### Perceived Ease of Payment

It shouldn't be difficult to use and pay off with an electronic payment system; we'll refer to this trait as usability or ease of use. One of a product's most important qualities is how well it can be used by particular users to accomplish particular goals in a particular context of use with effectiveness, efficiency, and satisfaction (Rouibah, 2012). Automated payments should be made in a simple, seamless manner. Users should encounter as few obstacles as possible in such a serious duty as making a payment, such as distractions.

## Hypotheses Development

### Relationship between Perceived Security and Satisfaction with E-payment System

**$H_1$:** Perceived security has a significant positive impact on satisfaction with e-payment system.

### Relationship between Perceived speed of e-payment and Satisfaction with E-payment System

**$H_2$:** Perceived speed of e-payment has a significant positive impact on satisfaction with e-payment system.

### Relationship between Perceived Ease of Payment with Satisfaction with E-payment System

**$H_3$:** Perceived ease of payment has a significant positive impact on satisfaction with e-payment system.

## Research Methodology

In this study the University of Balochistan, BUITEMS, University of Loralai, and University of Turbat were selected to study the impact of e-payment system on employees' satisfaction. Whereas the number of employees that are currently working at these 4 universities are approximately; 2100 employees at University of Balochistan, 1200 employees at BUITEMS, 79 employees at University of Loralai, and 150 at employees University of Turbat. It comprised of 3,529 employees as total population. For undertaking this study, the selected number of employees in these 4 universities was 350 as target population. A researcher cannot get information from the entire population. Therefore, a truly representative sample of the population is chosen to address this problem.The rationality, precision and effectiveness, of any study based on sample depends on the quality of sample size and sampling technique. A good sample enables the researcher to draw valid and uniform information that should be generalized to the entire population. Convenience sampling was employed in this study to gather data from the aforementioned universities. 3,529 employees made up the population for this study. According to the formula, 346 people made up the sample size, and data was initially gathered from 350 respondents to confirm the findings. Primary data for this study was acquired using a standardised questionnaire. The questionnaire was created by incorporating characteristics from several sources into an unified composition.

To conduct a survey, an instrument was developed. There were two parts of the questionnaire; first part contained the demographic details and second part contained constructs' measures such as the independent variable (perceived security, perceived speed of e-payment, perceived ease of payment, convenience, anonymity, traceability) and the dependent variable (satisfaction with e-payment) composed from previous studies. In the current study, the

collection of data was done by using 5 point Likert scale apart from demographic characteristics. The scale was comprised of 5 points containing; 1-Strongly Disagree, 2-Disagree, 3-Not Sure, 4-Agree, 5-Strongly Agree.

## Data Analysis

### Demographic Analysis

The demographics analysis was confined to gender, age, qualification, job category, name of the university, and working experience. Their frequencies were calculated by using SPSS. The total of 207 respondents took part in this research. The details are deliberated below.

**Table 1.** Demographic Data

| Demographics | Codes | Frequency | Percentage (%) |
|---|---|---|---|
| Gender | Male | 119 | 57 |
| | Female | 88 | 53 |
| Age | (1) 21-30 | 45 | 21.8 |
| | (2) 31-40 | 103 | 49.8 |
| | (3) 41-50 | 56 | 27.0 |
| | (4) 51-60 | 3 | 1.40 |
| | (5) Above than 60 | 0 | 0.00 |
| Qualification | (1) Bachelors | 59 | 28.5 |
| | (2) Masters | 95 | 45.9 |
| | (3) MS/M.Phil. | 36 | 17.4 |
| | (4) Ph.D. | 17 | 8.20 |
| Employees Job Category | (1) Academic Staff | 138 | 66.7 |
| | (2) Non-academic Staff | 69 | 33.3 |
| Name of the University | (1) University of Balochistan | 99 | 47.8 |
| | (2) BUITEMS | 55 | 26.6 |
| | (3) University of Loralai | 36 | 17.4 |
| | (4) University of Turbat | 17 | 8.20 |
| Working Experience | (1) 0-10 years | 115 | 55.6 |
| | (2) 11-20 years | 81 | 39.1 |
| | (3) 21-30 years | 09 | 4.34 |
| | (4) Above than 30 years | 02 | 0.97 |

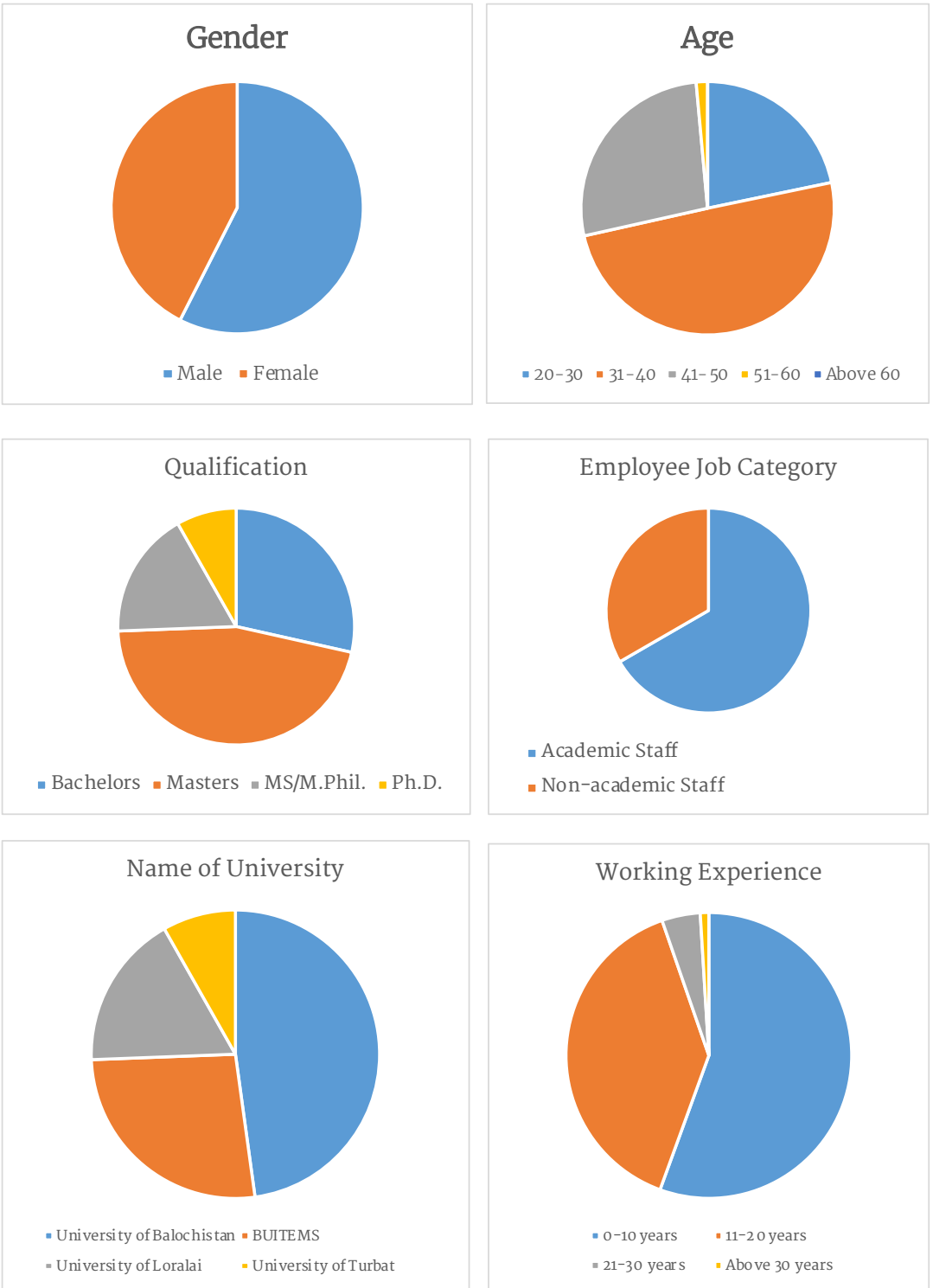



**Figure 1:** Demographics

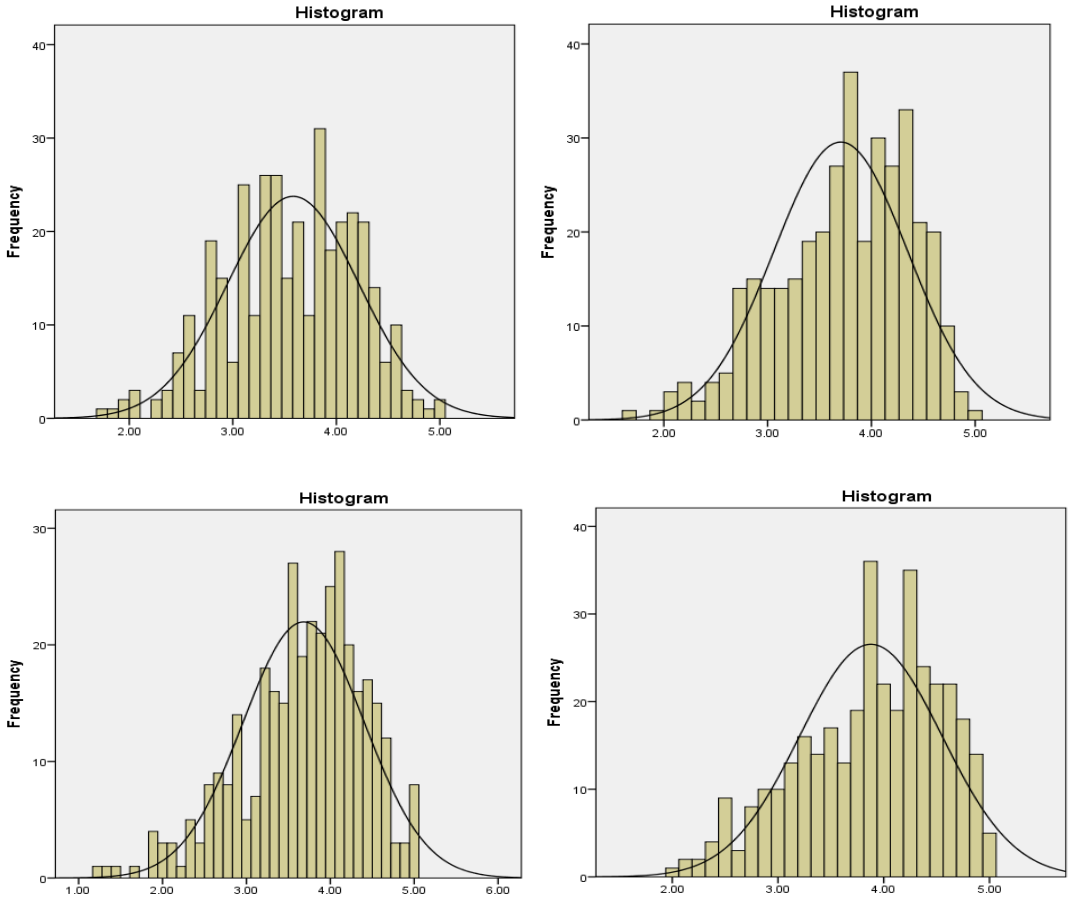
## Descriptive Statistics

The independent variable (perceived security, perceived speed of e-payment, perceived ease of payment, convenience, anonymity, traceability) with the dependent variable (satisfaction with e-payment) were measured on 5-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, & 5=Strongly Agree).

**Table 2.** Descriptive Statistics of the variables

| Variables | Mean | Std. Deviation | Range | Skewness | Kurtosis |
|---|---|---|---|---|---|
| PS | 3.704 | 0.645 | 3.33 | -0.540 | -0.273 |
| PSE | 3.582 | 0.634 | 3.26 | -0.278 | -0.388 |
| PEP | 3.682 | 0.724 | 3.78 | -0.660 | -0.307 |

*PS-perceived security, PSE-perceived speed of e-payment, PEP-perceived ease of payment*



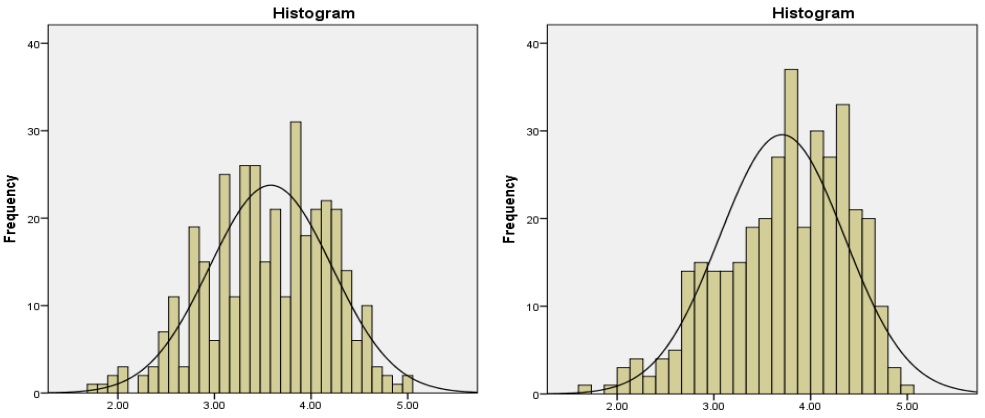



**Figure 2:** Normal Distribution Histogram

## Reliability Analysis

In the reliability analysis procedure, instrument consistency is examined. Cronbach's alpha is the test used to gauge the degree of reliability. Sekaran (2006) and Goh et al. (2016) provide the following interpretation for accepting scale reliability.

**Table 3.** Reliability Statistics

| Variables | No. if Items | Cronbach's Alpha | Composite Reliability |
|---|---|---|---|
| PS | 4 | 0.831 | 0.921 |
| PSE | 4 | 0.842 | 0.908 |
| PEP | 4 | 0.747 | 0.880 |

*Note: Values below 0.5 are a sign of low dependability, between 0.5 and 0.75 are a sign of moderate reliability, between 0.75 and 0.9 are a sign of high reliability, and over 0.90 are a sign of outstanding reliability.*

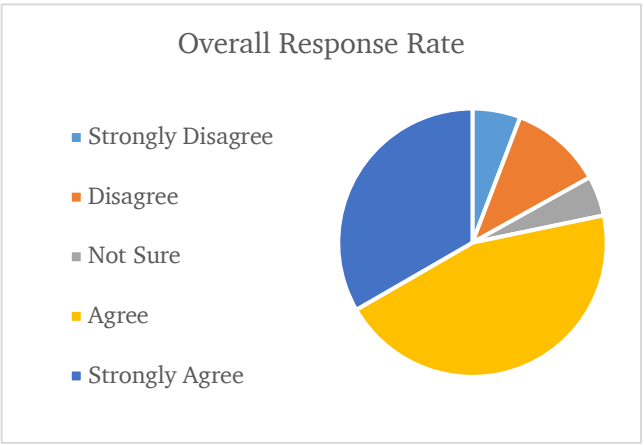



**Figure 3:** Overall Response Rate

## Correlation Analysis

Correlation analysis was used to determine the relationships between the variables. Correlation also assesses the degree and direction of relationships between variables. There are various requirements for correlation analysis. The usual range of correlation is "-1 to +1." If the value of "r" is "zero," there is no link between the variables. A positive value for "r" indicates a straight proportional relationship between the variables. Contrary to common sense, a negative value for "r" indicates an inversely proportional relationship between the variables. When "r" is less than 0.09, there is little correlation between the variables. The link is weak if the value of "r" falls between 0.10 and 0.29, and moderate if it falls between 0.30 and 0.49. In the range of 0.50 to 0.69, the value of "r" indicates a significant association. The variables are tightly connected if the value of "r" is less than 0.70. The findings show that all variables' values were significant because their p-values were less than 0.01.

**Table 4.** Correlation Analysis among Variables

| | SEPS | PS | PSE | PEP | CON | ANT | TBY |
|---|---|---|---|---|---|---|---|
| **SEPS** | 1 | | | | | | |
| **PS** | 0.769** | 1 | | | | | |
| **PSE** | 0.674** | 0.610** | 1 | | | | |
| **PEP** | 0.567** | 0.556** | 0.536** | 1 | | | |
| **CON** | 0.696** | 0.612** | 0.583** | 0.745** | 1 | | |
| **ANT** | 0.656** | 0.515** | 0.620** | 0.580** | 0.612** | 1 | |
| **TBY** | 0.689** | 0.693** | 0.631** | 0.506** | 0.591** | 0.599** | 1 |

***Note:*** ***Correlation is significant at 0.01 (2-tailed)*
**Correlation is significant at 0.05 (2-tailed)*

## Regression Analysis

In this study there were seven variables (i.e., perceived security, perceived speed of e-payment, perceived ease of payment, convenience, anonymity, traceability and satisfaction with e-payment) under examination with a sample of 350 employees. There was no evidence of multi-collinearity in these variables, according to the correlation analysis matrix and collinearity statistics. Regression analysis was therefore shown to be reliable for testing hypotheses. Regression analysis comes in two flavours: "Linear Regression Analysis," which is used for two variables, and "Multiple Regression Analysis," which is used for more than two variables.

## Results of Regression Analysis

This section discusses the results in detail along with a brief explanation of the hypotheses outcomes of regression analysis separately. So, whether to accept or not to accept the hypotheses has been decided shown in tabular form. These tables entail the figures about strength and links among variables.

## Coefficient of Determination (R2)

$R^2$ is used in statistical models to predict the outcomes of model and for testing hypotheses. It describes the overall change in the model explained by independent variables. It explained the goodness of fit of a model.

### Hypothesis 1

$H_1$: The perception of security significantly increases satisfaction with e-payment systems.

**Table 5.** Relationship between PS and SEPS

| Variable | Co-efficient | $R^2$ | t-value | p-value |
|---|---|---|---|---|
| Perceived security | 0.122 | 0.641 | 1.935 | 0.010 |

*Note: **p<0.01, *p<0.05*

### Hypothesis 2

$H_2$: Satisfaction with the e-payment system is significantly influenced by perceived e-payment speed.

**Table 6.** Relationship between PSE and SEPS

| Variable | Co-efficient | $R^2$ | t-value | p-value |
|---|---|---|---|---|
| Perceived speed of e-payment | 0.392 | 0.620 | 1.509 | 0.000 |

*Note: **p<0.01, *p<0.05*

### Hypothesis 3

$H_3$: Perceived ease of payment has a significant positive impact on satisfaction with e-payment system.

**Table 7.** Relationship between PEP and SEPS

| Variable | Co-efficient | $R^2$ | t-value | p-value |
|---|---|---|---|---|
| Perceived ease of payment | 0.465 | 0.704 | 1.960 | 0.007 |

*Note: **p<0.01, *p<0.05*

### Summary of the Results

The final results for all the hypotheses were supported as all the independent variables are significantly linked with the dependent variable.

**Table 8.** Summary of the Results of Structured Model

| Hypotheses | β-values | t-statistics | p-values | $R^2$ | 5.00% | 95.00% | Result |
|---|---|---|---|---|---|---|---|
| $H_1$: PS → SEPS | 0.122 | 1.935 | 0.010 | 0.641 | 0.009 | 0.312 | Supported |
| $H_2$: PSE → SEPS | 0.392 | 1.509 | 0.000 | 0.620 | 0.024 | 0.245 | Supported |
| $H_3$: PEP → SEPS | 0.465 | 1.960 | 0.007 | 0.704 | 0.121 | 0.305 | Supported |

*PS-perceived security, PSE-perceived speed of e-payment, PEP-perceived ease of payment*

## Discussion and Conclusion

### Findings and Discussion

The employees were not satisfied with the old payment system, they faced different problems and issues to receive their salary or salary cheque. But in E-Payment system they are more satisfied with the payment system as they receive their salaries on time and easily. Sometimes, the server or site of the system is busy due to which they face a temporary disturbance otherwise it is the most effective and easiest way of payment system. The employees are more satisfied in this Payment system than the old system. The fact that a higher percentage of respondents were suitably satisfied, satisfied, and moderately satisfied with the e-payment option provided an answer to the study's first research question. Users ranked perceived speed as the most crucial feature, with system security, traceability, and convenience coming in second and third. The second research question is therefore answered. Furthermore, the findings revealed a significant link between e-payment users' satisfaction and all of the variables (perceived speed, security, anonymity, traceability, perceived ease of payment, and convenience). This study provides an answer to the third research question. The results also show that each of the six variables affects or predicts how satisfied a user is with an electronic payment system. In a similar manner, the fourth research question is addressed. The fifth and sixth research questions of the study are finally answered by stating that all of the variables significantly contribute to users' satisfaction with the e-payment system.

Results are significant when the conclusions are equated with the research goals. In this study, we explore the relationship between perceived e-payment pleasure and perceived e-payment security, speed, ease, convenience, anonymity, and traceability. All of the research's goals were achieved once it was established that each of the aforementioned independent variables had a significant and favourable impact on how satisfied participants were with using the e-payment system. The summary of our findings, which shows that every result supported the suggested model, is provided below.

**Table 9.** Summary of Findings

| Hypotheses | Description | Remarks |
|---|---|---|
| $H_1$ | Perceived security has a significant positive impact on satisfaction with e-payment system. | Accepted |
| $H_2$ | Perceived speed of e-payment has a significant positive impact on satisfaction with e-payment system. | Accepted |
| $H_3$ | Perceived ease of payment has a significant positive impact on satisfaction with e-payment system. | Accepted |

## Conclusions

Overall, the respondents to this study are satisfied with the universities' e-payment system for salary payment, according to the study's findings. Thus, the information gap about respondents' satisfaction with the e-payment system has been closed. Additionally, the study successfully confirms the six factors that were identified as excellent influencers of the study's e-payment system. This has also closed the gap between known and unknowable factors that could affect how well an e-payment system performs in a particular setting. Similar to that, this study has added to the scant literature on the Balochistan e-payment system. It is proposed that the university's e-payment system has to be modified in light of the study's findings, which indicate

that some respondents are not content with the system. It was unable to extrapolate the findings to other universities in Pakistan due to the study's limited sample size. On the other hand, the results of this study have laid the foundation for further investigation in this field.

## Study Implications

The findings presented in this study have consequences for both theory and practise. As this study looked into the connections between perceived security, perceived e-payment speed, perceived e-payment ease, convenience, anonymity, and traceability. in four distinct Balochistani universities. The current research study raises a number of important issues that should concern both academics and practitioners.

## Theoretical Implications

The current study is an attempt to contribute value to the e-payment system literature after a thorough analysis of the links between perceived security, perceived speed of e-payment, perceived ease of payment, convenience, anonymity, traceability, and satisfaction with e-payment system. This study incorporates the cognitive and physical factors that reflect the degree of satisfaction with the e-payment system and is based on the development theory. According to the study's findings, some employees were dissatisfied with the e-payment practises used by several colleges. Therefore, the current study provides fresh perspectives for employing e-payment systems more effectively.

## Practical Implications

This study has some practical and managerial implications as the findings enable users of the system to better understand the factors that influence e-payment satisfaction, allowing them to develop the system and focus on their efforts accordingly. The administration of the universities is suggested to implement the modernized features of e-payment system even in the rural areas. So that the employees may not confront with any kind of issue regarding the electronic mode of payment. Moreover, it is recommended that the universities should provide the salary slips via email by introducing an e-salary slip form.

## Limitations and Directions for Future Research

The findings of this study help to clarify future research areas and suggest potential methods to gauge how satisfied users are with the E-Payment system.. Because the sample was mostly drawn from academic institutions, the majority of the respondents were well educated and had prior e-payment expertise. Furthermore, the study's findings may be biased because the sample was drawn exclusively from an academic context. As a result, including a wider range of e-payment users, such as those who are older, less educated, and have less experience in a context other than the academic environment, may enable the development and validation of a more generalized model. Firstly, the time and resources constraints limit the study’s generalizability, therefore a small number of employees of universities has taken into account. Future research might go for a large sample size in order to increase the generalizability. Secondly, the present study used quantitative analysis, while future research may prefer longitudinal or a time-lagged study. Thirdly, the extent study only focused on respondents who were the employees of the university. The future study should concentrate on a comparative analysis by collecting data from the employees of the other institutes and organizations.

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