

Final Project 2

PMG 497

Project Template

Midocean University

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Project title

Fintech Quality Process Framework & Standardization for Mobile Operator Pay:

A Comprehensive Study on PCI DSS, GDPR, PDPL, KYC, and Security Compliance

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Chapter 4: Statistical Analysis & Findings Discussion

4.1 Introduction

This chapter presents the results of the statistical analysis conducted on data collected from 185 survey respondents at Mobile Operator, supplemented by qualitative insights from 12 key informant interviews and secondary operational metrics from Mobile Operator's internal systems. The analysis is structured in seven sequential stages that collectively answer the research questions, test the five hypotheses established in Chapter 1, and contextualize the quantitative findings within the broader academic literature reviewed in Chapter 2.

The seven stages are: (1) sample profile description, providing the demographic and professional characteristics of the survey respondents; (2) validity and reliability testing, confirming that the measurement instrument meets established psychometric standards; (3) descriptive statistics for all research variables, directly addressing the five research questions; (4) Pearson correlation analysis, providing preliminary bivariate evidence for the hypothesized relationships; (5) multiple regression analysis, testing the five research hypotheses and quantifying the predictive power of the Quality Process Framework (QPF) dimensions; (6) connection of findings to the literature, situating the empirical outcomes within the theoretical and empirical landscape established in Chapter 2; and (7) a concluding synthesis of key findings linking this chapter to the recommendations in Chapter 5.

Throughout the analysis, quantitative survey findings are triangulated with objective secondary data from Mobile Operator's operational systems—including KYC processing logs, compliance audit records, and security incident dashboards—to provide multi-source validation of the reported outcomes. This triangulation approach strengthens the credibility of conclusions and reduces the risk of common method bias inherent in single-source self-report survey designs.

4.2 Sample Profile: Descriptive Statistics for the Research Sample

Before presenting findings on the research variables, it is essential to characterize the survey sample. Table 4.1 presents the demographic and professional profile of the 185 survey respondents, organized by gender, age group, educational attainment, tenure in current role, and organizational seniority level.

Table 4.1: Demographic and Professional Profile of Survey Respondents (n = 185)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	127	68.6%
	Female	58	31.4%
Age Group	25–34 years	52	28.1%
	35–44 years	79	42.7%
	45–54 years	41	22.2%

Variable	Category	Frequency (n)	Percentage (%)
	55+ years	13	7.0%
Education Level	Bachelor's Degree	78	42.2%
	Master's Degree	89	48.1%
	PhD / Doctorate	18	9.7%
Years in Current Role	< 2 years	22	11.9%
	2–5 years	68	36.8%
	6–10 years	71	38.4%
	> 10 years	24	13.0%
Seniority Level	Operational Staff	98	53.0%
	Manager / Senior Manager	68	36.8%
	Director / Executive	19	10.3%

The sample is predominantly male (68.6%), reflecting the gender composition of the technology and finance sectors within the organization. The majority of respondents (70.8%) fall within the 35–54 age range, indicating an experienced sample well-positioned to evaluate quality process framework implementation. Educational attainment is high, with 57.8% holding postgraduate qualifications, consistent with the professional and technical nature of the roles involved in Mobile Operator Pay's development and operation.

In terms of tenure, the largest group of respondents (38.4%) had been in their current role between 6 and 10 years, indicating established professional familiarity with the organization's systems, processes, and strategic context. This tenure profile is particularly advantageous for a study examining quality process framework implementation, since respondents with longer tenures were present both before and after the QPF was introduced and are therefore uniquely positioned to assess its impact. The seniority distribution—53% operational staff, 36.8% managerial, and 10.3% director/executive—reflects the stratified sampling design described in Chapter 3 and ensures that perspectives from all levels of the Mobile Operator Pay implementation hierarchy are represented in the analysis.

4.3 Validity & Reliability Tests for the Questionnaires

Prior to hypothesis testing, the internal consistency reliability of all multi-item scales was assessed using Cronbach's Alpha (α), following the standard established by Nunnally (1978) that $\alpha \geq 0.70$ is the minimum acceptable threshold for research purposes. Table 4.2 presents the reliability statistics for each scale.

Table 4.2: Cronbach's Alpha Reliability Coefficients for All Research Scales

Scale / Variable	No. of Items	Cronbach's Alpha (α)	Interpretation
PCI DSS Compliance Architecture	8	0.891	Excellent
Data Protection Governance (GDPR/PDPL)	7	0.876	Good
KYC Governance Quality	9	0.904	Excellent
Multi-Stakeholder Standardization	6	0.862	Good
Continuous Quality Monitoring	5	0.843	Good
QPF Composite Scale	35	0.932	Excellent
Transaction Security Performance	5	0.879	Good
Customer Onboarding Efficiency	4	0.855	Good
Regulatory Compliance Adherence	5	0.891	Excellent
Fintech Launch Success (Composite)	14	0.918	Excellent
Organizational Readiness (Moderator)	7	0.847	Good

All Cronbach's Alpha coefficients exceed the 0.70 threshold, with the majority achieving 'Good' ($\alpha \geq 0.80$) or 'Excellent' ($\alpha \geq 0.90$) ratings. The QPF Composite Scale achieved the highest alpha ($\alpha = 0.932$), confirming strong overall internal consistency. The Fintech Launch Success composite scale ($\alpha = 0.918$) similarly demonstrates excellent reliability, affirming that the 14-item composite instrument consistently measures the multi-dimensional Fintech launch success construct.

Construct validity was assessed through Confirmatory Factor Analysis (CFA) using SPSS AMOS. The CFA confirmed the theoretically specified factor structure of both the QPF scale and the Fintech Launch Success scale, with all standardized factor loadings exceeding 0.60 (range: 0.63–0.87), all Composite Reliability (CR) values exceeding 0.80, and all Average Variance Extracted (AVE) values exceeding 0.50. These results collectively establish convergent validity (each item loads strongly on its intended construct) and discriminant validity (each construct is empirically distinct from the others), providing a robust psychometric foundation for the subsequent hypothesis testing.

4.4 Descriptive Statistics for Research Variables

Table 4.3 presents the descriptive statistics for all research variables, measured on 5-point Likert scales where 1 = Strongly Disagree / Very Low and 5 = Strongly Agree / Very High. The mean, standard deviation, skewness, kurtosis, and overall interpretation are reported for each variable. These statistics directly address the five research questions by characterizing the level and consistency of QPF implementation across each dimension.

Table 4.3: Descriptive Statistics for All Research Variables (n = 185)

Variable	Mean (M)	Std. Dev. (SD)	Skewness	Kurtosis	Interpretation
PCI DSS Compliance Architecture	4.32	0.51	-0.87	1.24	High compliance
Data Protection Governance (GDPR/PDPL)	4.18	0.58	-0.62	0.89	High governance
KYC Governance Quality	4.27	0.53	-0.74	1.02	High quality
Multi-Stakeholder Standardization	3.94	0.67	-0.43	0.34	Moderate-High
Continuous Quality Monitoring	4.11	0.59	-0.55	0.71	High monitoring
QPF Composite	4.16	0.49	-0.64	0.84	High QPF maturity
Transaction Security Performance	4.41	0.47	-0.93	1.56	Excellent security
Customer Onboarding Efficiency	4.09	0.62	-0.51	0.47	High efficiency
Regulatory Compliance Adherence	4.38	0.44	-0.89	1.43	Excellent adherence
Fintech Launch Success (Composite)	4.29	0.48	-0.78	1.17	High success
Organizational Readiness (Moderator)	3.88	0.71	-0.38	0.22	Moderate-High

The descriptive statistics reveal consistently high mean scores across all QPF dimensions and outcome variables, with mean values ranging from 3.88 (Organizational Readiness) to 4.41 (Transaction Security Performance). The negative skewness values for all variables indicate left-skewed distributions, meaning that the majority of respondents scored toward the higher end of the scale—a pattern consistent with the high levels of QPF implementation documented in the secondary operational data. Kurtosis values are within acceptable ranges, confirming that the distributions are sufficiently normal for parametric statistical analysis.

In addressing the research questions directly: RQ1 is answered by the QPF Composite mean (M = 4.16), confirming that Mobile Operator achieved high overall QPF maturity. RQ2 is addressed by the PCI DSS (M

= 4.32), GDPR/PDPL (M = 4.18), and KYC (M = 4.27) dimension scores, all confirming high implementation levels with correspondingly high outcome scores for Transaction Security Performance (M = 4.41) and Regulatory Compliance Adherence (M = 4.38). RQ3's multi-stakeholder dimension recorded the lowest mean (M = 3.94), signalling that cross-partner interface standardization is the most operationally demanding QPF component—a finding corroborated by 9 of 12 key informants, who cited multi-stakeholder coordination as the greatest implementation challenge.

The operational performance data from Mobile Operator's internal systems provides objective validation of the survey findings. Table 4.4 presents the before-and-after KYC performance metrics, demonstrating the measurable impact of the quality process framework on real-world operational outcomes.

Table 4.4: KYC Operational Performance – Pre- vs. Post-Framework Implementation

KYC Metric	Pre-Framework (Baseline)	Post-Framework Implementation	Improvement
Average KYC Processing Time	48 hours	28 hours	-42% ↓
First-Time Pass Rate	61%	84%	+23 pp ↑
Customer Drop-off Rate	34%	12%	-22 pp ↓
Fraud Detection Rate	78%	96%	+18 pp ↑
Liveness Detection Accuracy	N/A (not deployed)	99.2%	New capability
FATCA Processing Compliance	Manual / inconsistent	100% automated	Full standardization

Source: Mobile Operator Internal Systems – KYC Operations Dashboard (Y-26)

The 42% reduction in average KYC processing time (from 48 to 28 hours) and the 23-percentage-point improvement in first-time pass rates represent particularly significant operational gains. These improvements directly translate into enhanced customer experience during onboarding, reduced operational costs per verified customer, and lower regulatory risk from incomplete or erroneous identity verifications. The deployment of liveness detection, achieving 99.2% biometric accuracy, represents a new security capability with no pre-framework baseline, underscoring the transformative—not merely incremental—impact of the QPF on Mobile Operator's Fintech capabilities.

4.5 Testing Hypotheses & Findings Discussion

4.5.1 Pearson Correlation Analysis

Table 4.5 presents the Pearson correlation matrix for all research variables, providing preliminary bivariate evidence for the hypothesized relationships prior to the multiple regression analysis. All correlations were computed at the $p < 0.01$ significance level (two-tailed).

Table 4.5: Pearson Correlation Matrix – QPF Dimensions and Fintech Launch Success Sub-Constructs

Variable	PCI DSS	DPG	KYC	MSS	CQM	TSP	COE	RCA
PCI DSS Compliance	1.00	.68**	.71**	.54**	.63**	.74**	.58**	.69**
Data Protection Gov. (DPG)	.68**	1.00	.65**	.49**	.59**	.61**	.64**	.72**
KYC Governance (KYC)	.71**	.65**	1.00	.57**	.67**	.69**	.78**	.63**
Multi-Stakeholder (MSS)	.54**	.49**	.57**	1.00	.52**	.55**	.53**	.51**
Cont. Quality Mon. (CQM)	.63**	.59**	.67**	.52**	1.00	.66**	.61**	.65**
Trans. Security Perf. (TSP)	.74**	.61**	.69**	.55**	.66**	1.00	.62**	.71**
Cust. Onboard. Eff. (COE)	.58**	.64**	.78**	.53**	.61**	.62**	1.00	.59**
Reg. Compliance Adh. (RCA)	.69**	.72**	.63**	.51**	.65**	.71**	.59**	1.00

**** $p < 0.01$ (two-tailed).** DPG = Data Protection Governance; MSS = Multi-Stakeholder Standardization; CQM = Continuous Quality Monitoring; TSP = Transaction Security Performance; COE = Customer Onboarding Efficiency; RCA = Regulatory Compliance Adherence.

All correlation coefficients are positive and statistically significant at $p < 0.01$, providing broad preliminary support for all five research hypotheses. The strongest observed correlations are between KYC Governance and Customer Onboarding Efficiency ($r = 0.78$) and between PCI DSS Compliance and Transaction Security Performance ($r = 0.74$), both of which align directly with theoretical expectations. The weakest correlations involve Multi-Stakeholder Standardization (range: $r = 0.49$ – 0.57), consistent with its lower descriptive mean and the inherent complexity of standardizing interfaces across heterogeneous external partners. The Data Protection Governance variable displays its strongest correlation with Regulatory Compliance Adherence ($r = 0.72$), affirming that GDPR/PDPL governance is the primary driver of formal compliance outcomes.

4.5.2 Multiple Regression Analysis and Hypothesis Testing

Table 4.6 presents the results of the multiple regression analysis testing the simultaneous impact of all five QPF dimensions and the Organizational Readiness moderator on the Fintech Launch Success composite dependent variable. The regression was conducted using the enter method, with Organizational Readiness included as a direct predictor (Hayes PROCESS Model 1) to assess its moderating contribution.

Table 4.6: Multiple Regression Results – QPF Dimensions Predicting Fintech Launch Success (n = 185)

Predictor Variable	B (Unstandardized)	β (Standardized)	t-value	p-value	95% CI [Lower, Upper]
(Constant)	0.312	—	2.84	.005	[0.094, 0.530]
PCI DSS Compliance Architecture	0.287	0.298	5.62	< .001	[0.186, 0.388]
Data Protection Governance (GDPR/PDPL)	0.241	0.244	4.87	< .001	[0.143, 0.339]
KYC Governance Quality	0.312	0.321	6.14	< .001	[0.212, 0.412]
Multi-Stakeholder Standardization	0.189	0.178	3.42	.001	[0.080, 0.298]
Continuous Quality Monitoring	0.224	0.219	4.21	< .001	[0.119, 0.329]
Organizational Readiness (Moderator)	0.156	0.147	2.91	.004	[0.051, 0.261]

Model Summary: $R^2 = 0.681$; Adjusted $R^2 = 0.669$; $F(6,178) = 63.48$; $p < .001$; Durbin-Watson = 1.97

The multiple regression model explains 68.1% of the variance in Fintech Launch Success ($R^2 = 0.681$, Adjusted $R^2 = 0.669$), representing a large effect size and confirming that the five QPF dimensions collectively account for the substantial majority of variance in launch outcomes. The overall model is highly statistically significant ($F(6,178) = 63.48$, $p < .001$), and all six predictors make independently significant contributions to the model.

KYC Governance Quality is the strongest individual predictor ($\beta = 0.321$, $p < .001$), reflecting the centrality of customer identity governance—including liveness detection, FINRA rule alignment, and risk-based due diligence—to overall Fintech launch performance. PCI DSS Compliance Architecture is the second-strongest predictor ($\beta = 0.298$, $p < .001$), underscoring the foundational importance of payment security infrastructure. Data Protection Governance ($\beta = 0.244$), Continuous Quality Monitoring ($\beta = 0.219$), and Multi-Stakeholder Standardization ($\beta = 0.178$) all contribute significantly, confirming that no single QPF dimension alone is sufficient—the framework's power derives from the integration of all five components.

The significant positive effect of Organizational Readiness as a moderator ($\beta = 0.147$, $p = .004$) confirms the theoretical expectation that the effectiveness of the QPF is contingent upon enabling organizational conditions. Organizations with higher technology infrastructure maturity, deeper staff training penetration, and stronger leadership commitment to quality governance derived greater performance benefits from their QPF investments, consistent with the Technology Acceptance Model moderation logic discussed in Chapter 2.

The Durbin-Watson statistic of 1.97 indicates no significant autocorrelation in the residuals, and all Variance Inflation Factor (VIF) values for the predictors ranged between 1.8 and 2.9, comfortably below

the multicollinearity threshold of VIF = 5. Residual plots confirmed homoscedasticity and approximate normality, validating the regression assumptions.

4.5.3 Hypothesis Testing Outcomes

Table 4.7: Summary of Research Hypothesis Testing Results

H#	Hypothesis Statement	Statistical Evidence	Conclusion
H1	PCI DSS compliance level positively and significantly impacts transaction security performance in Mobile Operator Pay.	$\beta = 0.298, p < .001; r = .74$	SUPPORTED ✓
H2	Integration of GDPR and PDPL data protection protocols significantly reduces data breach incidents and enhances customer trust.	$\beta = 0.244, p < .001; r = .72$	SUPPORTED ✓
H3	A structured KYC governance framework incorporating liveness detection significantly improves customer onboarding efficiency and reduces fraud rates.	$\beta = 0.321, p < .001; r = .78$	SUPPORTED ✓
H4	Multi-stakeholder process standardization positively impacts the scalability and reliability of the Mobile Operator Pay ecosystem.	$\beta = 0.178, p = .001; r = .55$	SUPPORTED ✓
H5	The overall maturity of the quality process framework is a significant predictor of Fintech launch success as measured by adoption, security, and compliance outcomes.	$R^2 = 0.681, F(6,178) = 63.48, p < .001$	SUPPORTED ✓

All five hypotheses are supported by the statistical evidence at $p \leq .001$, confirming the validity of the conceptual model and providing robust empirical support for the Quality Process Framework approach adopted by Mobile Operator. The finding that all five hypotheses achieve significance at this stringent threshold, with large effect sizes across the board, represents a particularly strong outcome—it indicates that the relationships between QPF dimensions and Fintech launch success are not statistical artefacts but practically meaningful, reproducible associations.

Qualitative insights from the 12 key informant interviews provided contextual depth and explanatory richness to complement the statistical findings. Interview participants consistently highlighted three critical success factors: (1) proactive regulatory engagement before launch, enabling Mobile Operator to anticipate and address compliance requirements iteratively rather than react to post-launch enforcement; (2) cross-functional quality process training, ensuring that PCI DSS, GDPR/PDPL, and KYC requirements were understood and owned by operational teams across all departments, rather than

being confined to a compliance silo; and (3) the deployment of liveness detection as the centrepiece of the KYC onboarding experience, which simultaneously enhanced security, reduced fraud, and delivered a superior customer journey compared to document-only verification approaches.

4.6 Connecting the Results with Literature

The empirical findings of this study align closely with and extend the academic literature reviewed in Chapter 2, across several dimensions.

4.6.1 PCI DSS Compliance and Transaction Security

The strong positive relationship between PCI DSS Compliance Architecture and Transaction Security Performance ($\beta = 0.298$, $r = 0.74$) directly corroborates the findings of Caudill and Murphy (2018), who demonstrated that organizations achieving PCI DSS Level 1 certification experience substantially lower payment card data breach rates and reduced breach costs. The current study extends this finding specifically to the MNO Fintech context, confirming that the PCI DSS compliance framework retains its security performance benefits when applied to mobile payment platforms operated by telecommunications providers—a context not previously examined in the existing literature.

The 67% reduction in security incident rates achieved by Mobile Operator Pay relative to pre-launch baselines is consistent with Anderson and Moore's (2019) broader finding that economically rational investment in information security significantly reduces incident frequency. This study contributes specificity to that general principle by documenting the quantum of security improvement achievable through systematic PCI DSS implementation in a Fintech launch context.

4.6.2 GDPR/PDPL Governance and Regulatory Compliance

The significant relationship between Data Protection Governance and Regulatory Compliance Adherence ($\beta = 0.244$, $r = 0.72$) aligns with Wachter, Mittelstadt, and Russell's (2017) argument that Privacy by Design principles, when genuinely embedded in system architecture and organizational processes, produce measurable improvements in regulatory audit outcomes. Mobile Operator's achievement of full GDPR/PDPL compliance with zero regulatory penalties during the study period validates this theoretical position empirically.

The comparative GDPR/PDPL analysis presented in Chapter 2 is further validated by the operational finding that the unified consent management platform—which addressed both GDPR's six lawful bases and PDPL's consent-plus-legitimate-interest framework simultaneously—achieved 100% consent record completeness, demonstrating that harmonized multi-framework data protection governance is operationally achievable without prohibitive complexity.

4.6.3 KYC Governance and Liveness Detection

The finding that KYC Governance Quality is the strongest single predictor of Fintech Launch Success ($\beta = 0.321$) extends the existing literature in a significant direction. While FINRA Rules 2090 and 2111 provide well-established frameworks for KYC governance in the investment services context, their application in the MNO mobile payment context—and the specific contribution of liveness detection technology to KYC outcome quality—is not well-documented in the academic literature prior to this study.

The 42% improvement in KYC processing time and the 23-percentage-point improvement in first-time pass rate achieved by Mobile Operator Pay represent novel empirical benchmarks for MNO Fintech KYC performance, providing a concrete reference point against which future MNO Fintech implementations can benchmark their KYC quality process investments. The liveness detection accuracy rate of 99.2% is consistent with leading biometric technology specifications in industry publications but has not previously been documented in an academic study within the MNO Fintech context.

4.6.4 Multi-Stakeholder Standardization

The significant but relatively modest contribution of Multi-Stakeholder Standardization ($\beta = 0.178$) to Fintech Launch Success, combined with its lowest descriptive mean ($M = 3.94$) among QPF dimensions, aligns with Malone and Crowston's (1994) coordination theory prediction that inter-organizational standardization incurs higher coordination costs than intra-organizational quality governance. The qualitative finding that 9 of 12 key informants identified multi-stakeholder coordination as the most challenging aspect of the Fintech launch provides direct practitioner validation of this theoretical expectation.

Nonetheless, the positive and statistically significant regression coefficient ($\beta = 0.178$, $p = .001$) confirms that despite its higher implementation difficulty, Multi-Stakeholder Standardization does generate meaningful Fintech launch success benefits—validating the investment in standardized API protocols, data exchange specifications, and joint governance frameworks with banking, insurance, governmental, and peer telco partners.

4.6.5 Organizational Readiness as Moderator

The confirmation of Organizational Readiness as a significant positive moderator ($\beta = 0.147$, $p = .004$) is consistent with Davis, Bagozzi, and Warshaw's (1989) Technology Acceptance Model, which proposes that the performance benefits of technology-enabled interventions are moderated by the organization's capability and willingness to adopt and operationalize them. In the MNO Fintech context, this finding implies that QPF investments yield disproportionately higher returns in organizations that have achieved higher levels of technology infrastructure maturity, staff capability development, and leadership commitment to quality governance—providing actionable guidance for MNOs planning Fintech launches.

4.7 Conclusion

This chapter has presented comprehensive statistical evidence supporting all five research hypotheses, demonstrating that Mobile Operator's integrated Quality Process Framework—encompassing PCI DSS compliance, data protection governance, KYC quality, multi-stakeholder standardization, and continuous quality monitoring—significantly and positively impacted Fintech launch success outcomes across all measured dimensions.

The regression model explaining 68.1% of the variance in Fintech Launch Success ($R^2 = 0.681$, $F(6,178) = 63.48$, $p < .001$) represents a strong effect size and confirms the practical significance of quality process framework investments for MNOs entering the Fintech market. Key operational outcomes—including a 42% reduction in KYC processing time, 67% lower security incident rates, 100% PCI DSS Level 1 certification, and full FATCA compliance automation—collectively validate the QPF approach at both statistical and operational levels. These findings are closely connected to the theoretical frameworks

reviewed in Chapter 2 and provide empirically grounded support for the recommendations presented in Chapter 5.

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