

# Customer Loyalty Bank Syariah Indonesia (BSI) in The Digital Age

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**Abstract.** The purpose of this article is to analyze consumer loyalty conveyed by customer satisfaction with digital marketing, product quality, and digital service at Bank Syariah Indonesia (BSI) as exogenous variables. We collected 100 customers as respondents using simple random sampling. Data analysis of structural equation models using Smart PLS. The results show that digital marketing and product quality positively affects to customer loyalty. Digital service negatively affects to customer loyalty. Digital marketing and product quality positively impact customer satisfaction. Digital service negatively affects to customer satisfaction. Customer satisfaction negatively mediated toward digital marketing and product quality, but positively mediated toward digital service. The novelty of this study lies in the mediating role of consumer dissatisfaction in the relationship between digital services and marketing towards loyalty. Digital systems readiness in this case is crucial. Future research needs to analyze the impact of organizational customers leaving BSI as is currently happening.

**Keyword.** Customer loyalty, customer satisfaction, digital marketing, digital service, product quality

## 1 Introduction

The fastest-growing segment of the business is now digital marketing [1]. Many researchers point out that digital marketing has a positive impact on customer loyalty, while studies have revealed differing opinions on the subject [2], [3], [4], [5], [6], [7], [8], [9]. Conversely, [10] claim that the study found a negative relationship between consumer loyalty and digital marketing.

One of the newest community-based financial organizations that has emerged as a conversation starter to boost the country's economy is Bank Syariah Indonesia (BSI) [11]. With 19.65 million clients in 2023, BSI will have the largest sharia bank customer base

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globally, demonstrating the high regard of clients who can contribute value through innovation, technology, and first-rate service.

Based on perceptions at Bank Syariah Indonesia (BSI) Pekalongan Pemuda Department Office, it is truly known that it initially had a state-owned sharia bank, to be specific BNIS, found within the city center. The advance of BSI KC Pekalongan Pemuda is reflected within the growth within the number of clients which proceeds to extend each year. The number of clients expanded by 8.96% from 2019 to 2020, a 30% increment from 2020 to 2021, an increment of 6.4% from 2021 to 2022 and an increment of 7.8% in 2023. This appears that each year BSI KC Pekalongan Pemuda is progressively well known with the open and is progressively steadfast to BSI KC Pekalongan Pemuda.

Amid BSI's quick improvement in 2021-2022, it turns out that in 2023, to be exact in May, the open was stunned by the case of a cybercrime assault that brought about in all ATM and versatile keeping money administrations being errored, and incapable to be utilized and information hacking which brought about in information spills. BSI Bank clients. Announcing from *cncbindonesia*, with respect to this occurrence, the OJK rapidly issued a position that calmed the open. OJK said that BSI administrations were running regularly within the community and trusted that the open would be calm approximately the news circulating at this time.

With this occurrence, clients misplaced believe which made them disappointed and got to be unfaithful. Moderate recuperation from BSI benefit disturbances might hurt the bank's notoriety and diminish the number of clients and reserves overseen. They ended up reluctant to spare and manage their cash at BSI. In any case, digital service did not have a direct impact on consumer loyalty [12]. Several scholars invited that product quality positively affects on consumer loyalty [12], [13], [14], on the contrary, There is research suggesting that aesthetic aspects of product quality have a negative impact on customer loyalty, but product quality does not affect customer loyalty [15].

From the wonder that happens to BSI, this may happen, of course, due to components that have an affect on client dependability, to be specific computerized benefit, item quality, computerized promoting and client fulfillment towards BSI. The dependability of BSI KC Pekalongan Pemuda clients is one of a kind and has gotten to be a reference for other BSI workplaces in Pekalongan City since it executes extreme benefit as a service transformation that looks for to supply the most excellent benefit to clients by prioritizing computerized arrangements and benefit uniqueness (Nadia Rahmawati, 2024). Bank change to go computerized is certainly a challenge that must be confronted, so BSI is attempting to ended up past keeping money through different applications that make it simpler for clients to get to budgetary administrations through BSI Versatile and Webfrom. The advancement of a advanced environment of BSI Portable and Webfrom items and highlights can be utilized by clients and the more extensive community to get to financing.

BSI Bank has demonstrated that they can increment client dependability, of course upheld by client fulfillment. Bank Syariah Indonesia (BSI) KC Pekalongan Pemuda clients are demonstrated by the presence of a framework for surveying fulfillment with all online administrations by essentially taking filter standardized tag named client fulfillment study. This circumstance empowers the managing an account industry to embrace inventive procedures to make competitive preferences in the midst of seriously competition, with a center on keeping up the level of client fulfillment which at that point leads to client devotion. Due to this, analysts are inquisitive about conducting this inquire about at Bank Syariah Indonesia (BSI) KC Pekalongan Pemuda.

## 2 Literature review

### 2.1. Digital service

Digital services essential for financial inclusion could take the form of internet banking, mobile banking, ATM, POS, and agent banking [16]. Customer loyalty was directly impacted by the quality of digital services [17]. Most digital banking services are developed from financial technology [16], [18], [19], [20], [21], [22], [23], [24], [25], [26], [27], [28]. Digital services at BSI initially came from Bank Mandiri, then were jointly developed by the merged banks. The main digital services at BSI consist of ATM machines and BSI mobile applications. ATM machines can use debit cards and credit cards (Hasanah Card). Features available on BSI mobile include account info, transfer, pay, buy, Islamic services, Share-Ziswaf, e-mas, favorites, cash withdrawals, open accounts, top up e-wallet, e-commerce, scheduled transactions, keyboard, and financing.

Account information contains balance information, transfer list, portfolio information, scheduled transaction list, notification registration, and e-statement registration. Transfers can be made via QRIS, transfers to other banks, transfers between accounts and BI fast proxy. The payment menu contains PLN postpaid, PLN non taglis, telephone/cellphone/telkom pay, academic, institutional, tickets, insurance, internet/cable TV, e-commerce, Ziswaf sharing, BPJS, Hajj and Umrah, state revenue, PDAM, Samsat national digital, multi payment, state gas company, Hasanah card, Indonesian halal, land and building tax and thru bills.

The purchase menu contains cellphone vouchers, PLN prepaid, e-money, data packages, TOP UP, video and music streaming, aqiqah, SBN, OTP debit cards and Google Play vouchers. The Islamic services available are juz amma, juz amma per verse, asmaul husna, hikmah, and sacrifice calculator. The menu on Zaiswaf sharing includes zakat, infaq, waqf, donations for orphans, donations for caring for Palestine, free food alms (Friday blessings), humanitarian aid, Qur'an alms for deaf friends, water alms for eastern Indonesia, educational aid hafidz Qur'an, rice donation movement, assistance for tough preachers in remote areas of the archipelago, Qur'an alms for parents, alms caring for the education of the poor, dawn alms for mosque facilities, zakat houses, human initiatives, and zakat calculators.

The menu on e-mas contains e-mas, gold pawning and gold installments. The services available in favorites are purchases, payments and transfers. Cash withdrawals via the BSI mobile application can be done at BSI, Indomaret, Alfamart and Alfamidi ATMs. The account opening menu contains Indonesian Hajj savings, easy mudharabah savings, easy wadiah savings, autosave savings and deposits. TOP UP options for e-wallet include e-money, LinkAja, LinkAja sharia services, Go-pay, OVO, ShopeePay, DANA and pospay.

The merchant choices on the e-commerce menu are Bukalapak, Tokopedia, Shopee, Doku, Bhinneka, and BliBli. The financing provided by BSI mobile is Mitraguna and BSI OTO financing.

## 2.2. Product Quality

Product quality is important to businesses because it contributes to customer satisfaction and loyalty [29]. Ensuring high quality products is a top priority for any business as it contributes significantly to customer satisfaction, which is the ultimate goal of all marketing efforts [30]. A set of characteristics of a product or service determines its ability to meet explicit or implicit requirements. A product's quality is measured by the extent to which it meets features such as reliability, durability, accuracy, ease of use, and ease of maintenance. Product quality is defined as the ability of an item to deliver the right results or performance that exceeds consumer expectations. A set of characteristics of a product or service determines its ability to meet explicit or implicit requirements.

## 2.3. Digital Marketing

Digital marketing is a technology that allows companies and customers to communicate more effectively. Making product information easily accessible to customers is key to usability. But for companies, usability means being able to inform customers about offers that are available to a large audience. The digital revolution has changed the way companies and customers communicate [31]. Digital marketing as a strategy to promote company products or services through one or more electronic media.

BSI carries out digital marketing through its social media and mobile banking. The social media that BSI often uses to offer products is WhatsApp. Marketers contact their customers personally when there are new products from BSI. Another digital marketing carried out by BSI is by displaying running images of its products on the BSI mobile application.

## 2.4. Customer Satisfaction

Customer satisfaction can improve customer loyalty in banking organizations. Service quality and customer satisfaction are significant predictors of customer loyalty. Customer satisfaction mediates the effect of service quality on customer loyalty [32]. Islamic bank customers are more satisfied than conventional bank customers. Furthermore, we found a strong positive bidirectional causal relationship between customer satisfaction and bank performance [33].

## 2.5. Customer Loyalty

Loyal customers are those who regularly use an organization's services. They show loyalty, dedication, and pride in using the service. Customer loyalty can be quantified using these metrics. Banking firms must gain consumer loyalty to maintain their survival in a global market [32]. As conventional banks compete with Islamic banks, the pricing of their services might have an impact on customer loyalty [33].

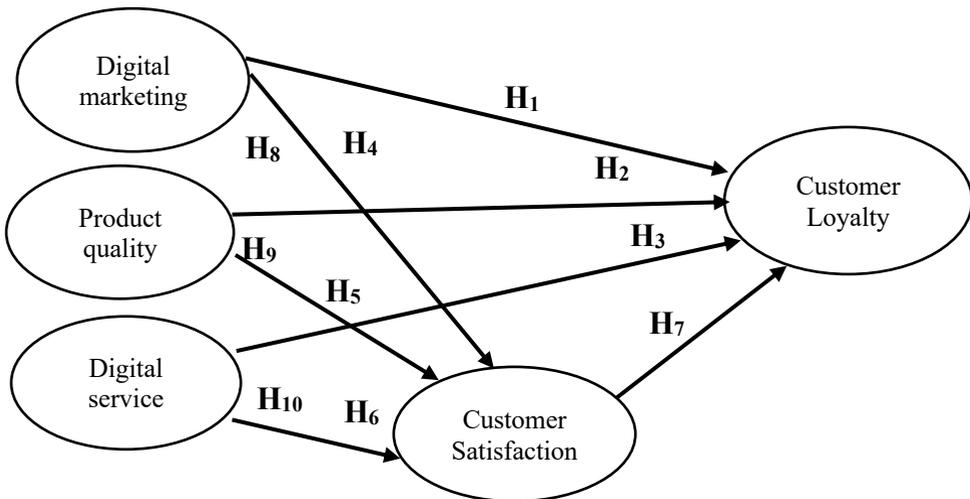


Fig. 1. Research model.

The following hypotheses were established based on the literature review:

Digital advertising and marketing, consisting of social media advertising and marketing and cell advertising and marketing, has an extensive effect on customer shopping decisions [34]. A studies report from a telecommunications corporation working in Jordan confirmed that virtual advertising and marketing has had a significant high quality effect on each price introduction and client satisfaction [35]. Digital marketing through brand engagement will increase the positive influence of loyalty [6]. Good, attractive and appropriate digital marketing can strengthen customer loyalty.

**H1: Digital marketing positively influences customer loyalty.**

The quality of make up product enhances customer loyalty in Denpasar, Bali [14]. Product quality influences coffee shops consumer loyalty [12]. Better product quality ensures higher customer satisfaction, which increases their willingness to make more purchases and leads to long-term customer loyalty. Loyal customers spend more money, show higher purchase intention, resist switching, and recommend your products or services to friends and acquaintances [36].

**H2: Product quality positively influences customer loyalty.**

Indonesian Islamic banking digital service quality impacts customer loyalty [37]. Digital services have a direct impact on customer loyalty [12]. Digital service quality has a direct impact on customer loyalty, especially customer satisfaction: the study reports that only one dimension of retail service (personal interaction) and three (reliability, physical aspects, and problem resolution) are positively related to customer loyalty towards a store [15].

**H3: Digital services positively influences customer loyalty**

Digital marketing can increase tourism consumer satisfaction [38]. Digital marketing can help consumers during the pandemic to find and get what they need, thereby increasing their shopping satisfaction [39]

**H4: Digital marketing positively influences customer satisfaction.**

Hiring electronic website design specialists positively impacts electronic product quality toward customer satisfaction in Jordanian Islamic banks [40]. Restaurant product quality positively affects toward customer satisfaction [41].

**H5: Product quality positively influences customer satisfaction.**

Sharia banking digital services in Indonesia influence customer satisfaction [37]. A study on Bahraini Islamic banks demonstrated a strong and positive relationship between six key dimensions of customer service quality (tangibility, empathy, compliance, security, reliability, and responsiveness) toward customer satisfaction [42]. Digital services in the consumer goods sector impact customer satisfaction [13].

**H6: Digital services have a positive impact on customer satisfaction**

Consumer satisfaction with cosmetic products in Denpasar Bali has a positive effect on consumer loyalty [14]. Customer satisfaction in the consumer durable sector positively affects customer loyalty [13]. Customer satisfaction has a direct and positive impact on customer loyalty [43].

**H7: Customer satisfaction positively influences customer loyalty**

Digital marketing and product quality positively influence customer loyalty by enhancing customer satisfaction [44]. Innovation in digital marketing, when aligned with Shariah values, further strengthens customer loyalty, thereby improving marketing performance through customer satisfaction [45], [46], [47].

H8: Customer satisfaction serves as a mediator in the relationship between digital marketing and customer loyalty

Customer satisfaction serves as a mediating variable in the relationship between facial makeup product quality and customer loyalty [14]. Additionally, both consumer satisfaction and product quality indirectly affect customer loyalty [12]. Findings from the consumer goods industry reveal a positive and significant connection between product quality and customer loyalty, with customer satisfaction acting as a partial mediator [13].

**H9: Customer satisfaction acts as a mediator in the relationship between product quality and customer loyalty.**

In coffee shops, service quality did not have a direct impact on customer loyalty, but its effect was mediated by customer satisfaction [12]. Customer satisfaction partially mediates the relationship between service quality and customer loyalty [13]. Additionally, customer satisfaction plays a positive mediating role between digital services and customer loyalty [43].

**H10: Customer satisfaction mediates the relationship between digital service and customer loyalty**

### 3 Research methods

The inquire about was conducted at the BSI Pekalongan Department Office, Indonesia with a add up to of 52.000 clients. Taking respondents utilizing the Slovin equation into 100 clients was taken basic irregular examining. The information examination prepare utilized in this investigate is the Auxiliary Condition Modeling (SEM) strategy with the device of Shrewd Fractional Slightest Square (PLS) program. Using this method allows researchers to test correlations between complex variables, both recursive and non-recursive, to gain a better understanding of the model as a whole.

Convergent validity measuring the greatness of the relationship between develops and idle factors. A stacking figure esteem  $> 0.7$  is said to be perfect, meaning that the pointer is substantial in measuring the build it shapes [48]. In any case, based on the investigation of [48] it is expressed that the external stacking esteem can still be endured up to 0.5 and underneath the esteem of 0.4.

Discriminant validity utilized to guarantee that the relationship between the watched factors and the develop is higher than with other builds, which can be known by comparing the values normal change extricated (AVE) of the two develops with the squared relationship esteem between the two builds tried with the AVE esteem utilized  $> 0.5$ .

Composite reliability (CR) is a metric used to assess the reliability of each indicator within the variables being studied. The interpretation of CR is similar to that of Cronbach's alpha. A CR value greater than 0.7 is considered acceptable, while a value above 0.8 is deemed very satisfactory. To assess multicollinearity in your model, you can examine the Variance Inflation Factor (VIF). If the VIF value is below 10, multicollinearity is not an issue. Additionally, if the tolerance value is 0.10 or higher, it indicates that multicollinearity is not a concern [48].

To evaluate the structural model (internal model) in SEM-PLS, the following criteria are used: (i) R-squared for the dependent structure; (ii) Using the bootstrap method to evaluate the significance value [48]. To evaluate the model in this PLS, firstly, R-squared is used for each observed dependent variable. This interpretation is equivalent to regression. According to [48], the R-squared value is used to assess how much the changes in the independent variables explain the variation in the dependent variable. The typical R-squared classifications are 0.75 (strong), 0.50 (medium), and 0.25 (weak).

An alpha level of 5% is applied for the test, with a t-statistic of 1.96. Consequently, the hypothesis can be accepted if the p-value is less than 0.05 and the t-statistic is greater than 1.96. These measures are used to test direct relationships. To determine the effect size of the mediated influence, the following [48], we use the Upsilon statistic ( $v$ ) with the following calculation:

$$v: b^2MX\beta^2YM.X$$

Information:

$b^2MX$ : The path coefficient representing the influence of X on Z

$\beta^2YM.X$ : The path coefficient representing the influence of Z on Y

The interpretation of the statistical value of the upsilon mediation effect ( $\nu$ ) is based on the framework suggested by [48], with the category of high mediation influence if the value is 0.175, medium mediation influence if the value is 0.075 and 0.01 low mediation influence.

## 4 Result and discussion

Following the data analysis and various tests conducted using SmartPLS, the next step is to discuss the results of the data processing in the study. This discussion will help clarify the direct and indirect effects or relationships between the variables. Relationships mediated by intervening variables are included in this study.

**Table 1.** Correlation matrix

	Customer loyalty	Customer satisfaction	Digital marketing	Digital service	Product quality
Customer loyalty	1.000				
Customer satisfaction	0.751	1.000			
Digital marketing	0.849	0.878	1.000		
Digital service	0.821	0.993	0.960	1.000	
Product quality	0.938	0.880	0.915	0.886	1.000

**Table 2.** Results path coefficient

Relationship between Variable	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Value
Customer satisfaction -> Customer loyalty	-0.711	-0.707	0.150	4.749	0.000
Digital marketing -> Customer loyalty	-0.454	-0.444	0.185	2.450	0.014
Digital marketing -> Customer satisfaction	-0.573	-0.552	0.164	3.503	0.000
Digital service -> Customer loyalty	0.775	0.770	0.192	4.025	0.000
Digital service -> Customer satisfaction	1.109	1.100	0.162	6.851	0.000
Product quality -> Customer loyalty	1.293	1.287	0.114	11.331	0.000
Product quality -> Customer satisfaction	0.422	0.411	0.103	4.082	0.000

Hypothesis 1 is not supported. From table 2, we can see that the value of the original sample is negative with a value of -0.454 or -45.4%, P-value 0.014, and T-statistic 2.450. Mark's T-statistic is 2.450, which exceeds 1.96, and the P-value is 0.014, which is below 0.05. As a result, we can conclude that digital marketing negatively affects customer loyalty, and the hypothesis is not supported.

Hypothesis 2 is accepted. From table 2, we can see that the value of the original sample is positive with a value of 1.293 or 129.3%, the T-statistic is 11.331, which is greater than 1.96, and the P-value is 0.000, which is less than 0.05. Therefore, it can be concluded that product quality positively affects customer loyalty, so this hypothesis is accepted.

Hypothesis 3 is accepted. It can be seen that the original sample value is 0.775 or 77.5%, p-value is 0.000, and t-statistic is 4.025. The value of t-statistic is 4.025 which is greater than 1.96 and p-value is 0.000 which is less than 0.05. Therefore, it can be said that digital services positively affects customer loyalty, so this hypothesis is accepted.

Hypothesis 4 is not supported. From table 2, we can see that the value of the original sample is negative with a value of -0.573 or -57.3%, P-value 0.000, and T-statistic 3.503. Mark's T-statistic is 3.503, which exceeds 1.96, and the P-value is 0.000, which is below 0.05. As a result, we can conclude that digital marketing negatively affects customer loyalty, and the hypothesis is not supported.

Hypothesis 5 is accepted. We can see that the original sample values are positive with a value of 0.422 or 42.2%, p-value is 0.000, and t-statistic is 4.082. The value of t-statistic is 4.082 (greater than 1.96) and p-value is 0.000 (less than 0.05). Therefore, it can be said that product quality positively affects customer satisfaction.

Hypothesis 6 is accepted. We can see that the original sample values are negative i.e. the value is 1.109 or 110.9%, p-value is 0.000 and t-statistic is 6.851. The value of t-statistic is 6.851 (greater than 1.96) and p-value is 0.000 (less than 0.05). Therefore, we can say that digital services positively affects customer satisfaction.

Hypothesis 7 is not supported. It can be seen that the value of the original sample is negative with a value of -0.711 or -71.1%, P value of 0.000 and T statistic of 4.749. The value of T statistic is 4.749 which is greater than 1.96 and P value of 0.000 is less than 0.05. Therefore, it can be said that customer satisfaction has a significant effect on customer loyalty but the direction of the relationship is negative. Hence, H7 which is expected to have a significant positive effect on customer satisfaction is not supported. This finding is in line with Aisha's findings that customers are still dissatisfied with the services provided by Islamic banks and customer satisfaction does not have a direct or indirect effect on customer loyalty [37].

**Table 3.** Results specific indirect effect hypothesis

Relationship between Variable	Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P Value	Upsilon (v)
Digital marketing -> Customer satisfaction -> Customer loyalty	0.408	0.388	0.134	3.039	0.002	0,260
Digital service -> Customer satisfaction -> Customer loyalty	-0.788	-0.776	0.190	4.153	0.000	0,859
Product quality -> Customer satisfaction -> Customer loyalty	-0.300	-0.290	0.096	3.126	0.002	0,546

Hypothesis 8 accepted, we can see that the value of the original sample is 0.408 or 40.8%, the P value is 0.002 and the T value is 3.039. Mark's T value is 3.039 (greater than 1.96) and P value is 0.002 (less than 0.05). This means that customer satisfaction as an intervening variable can affect the impact of digital marketing and convey customer loyalty. However, the presence of digital marketing on customer loyalty through customer satisfaction has a mediate impact as Upsilon  $\nu$  value  $0.260 > 0.075$  shows. As we can see from the numerical data, satisfaction has a mediating impact here. The numerical data has a direct relationship with P value 0.002, which means there is an impact.

If hypothesis 9 is accepted, we can see that the value of the original sample is -0.300 or 30.0%, the P-value is 0.002, and the t-statistic is 3.126. The value of Mark's T-statistic is 3.126, which is greater than 1.96, and the P-value is 0.002, which is less than 0.05. This indicates that customer dissatisfaction as an intervening variable can mediate the effect of product quality toward customer loyalty. Nevertheless, the level of structural mediating role of product quality on customer loyalty through customer dissatisfaction has a moderate influence as indicated by the Upsilon- $\nu$  value of  $0.546 > 0.075$ . As can be seen from the numerical data, customer dissatisfaction has a mediating influence here. The numerical data is directly related to the p-value of 0.000, which means that there is an influence.

If hypothesis 10 is accepted, we can see that the value for the original sample has a value of -0.788 or -78.8%, with a P value of 0.000 and a T statistic of 4.153. The value of Mark's t-statistic is 4.153, which is greater than 1.96, and the P-value of 0.000 is less than 0.05. This indicates that customer dissatisfaction as an intervening variable can mediate the effect of digital service on customer loyalty. Even at the same level, the structural mediating role of digital service on customer loyalty through customer dissatisfaction has a significant impact as indicated by the Upsilon  $\nu$  value of  $0.859 > 0.175$ . Customer dissatisfaction has a mediating effect here as can be seen from the data which has a direct relationship with the P-value of 0.000 which means there is an impact.

## 5 Conclusion and implication

When a cybercrime occurs against BSI, product and service quality positively affects customer loyalty, but digital marketing negatively affects customer loyalty. This situation occurs because of customer dissatisfaction when they cannot carry out online and digital transactions. This has an impact on customer dissatisfaction with BSI's digital marketing. Cybercrime problems can be resolved if there is mediating customer satisfaction.

This research shows that good digital services create loyal customers, but when there is disruption to digital services which causes customer dissatisfaction, what happens is that organizations such as Muhammadiyah withdraw their funds from BSI as a form of decreased loyalty due to technological unpreparedness. Future research could examine the impact of organizational customers leaving BSI as is currently happening.

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