

# Dynamic Behavior of Islamic Banking Customer Loyalty in Jakarta

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## Abstract

The attractiveness of Islamic banking lies in service delivery, satisfaction, and promotion. These components are strongly interrelated with customers that influencing them to continue choosing Islamic banking services. This study aims to analyze the effect of service quality on customer satisfaction of Islamic banks, the effect of service quality on customer loyalty of Islamic banks, and the effect of customer satisfaction on customer loyalty of Islamic banks. The sample used in this study took the respondents of Islamic bank customers in Jakarta and then processed using Structural Equation Modeling- Partial Least Square (SEM-PLS) method. The results showed that service quality had a significant effect on customer satisfaction, service quality significantly influenced customer loyalty, and customer satisfaction significantly influenced customer loyalty. This study recommends that there is demand for making products or services which could be more accommodating customer needs, need for increasing Islamic bank outlets or Automated Teller Machines (ATMs) owned by Islamic banks in more accessible locations and close to residential and business areas, and demand for conducting activities with customers periodically.

**Keywords:** SEM-PLS, Service Quality, Customer Satisfaction, Customer Loyalty, Islamic Banking

## INTRODUCTION

Along with developing the Indonesian people's social life over time, the banking world's existence has become an inseparable part of all life aspects (Yip & Bocken, 2018). The banking world has inevitably become necessary for the community, ranging from people living in rural areas to urban communities and business people living in the city. The unlimited needs of society have made banking very strategic and become a possible alternative solution.



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In general, the development of Islamic banking in Indonesia has not been encouraging yet. Policymakers must make other alternatives by developing the number of branches established and improving Islamic banking performance nationally so that the Islamic banking can be increasingly recognized (Nurhayati & Sukesti, 2016). Islamic banking's attractiveness lies within the difference in providing benefits from banks to customers with service provision, satisfaction, promotion, and complaints (Bitar & Tarazi, 2019; Qurrata *et al.*, 2020). These components are interrelated with the customer to determine whether customers continue to choose Islamic banking services as the main alternative for savings and being accepted by the community (Alandejani & Asutay, 2017; Zulkhibri, 2018).

Loyalty is a commitment from customers who consistently re-subscribe or repurchase selected products or services in the future, even though there is an influence on the situation, and marketing efforts can cause behavior change. The concept of customer loyalty is understood as a combination of customer pleasure and repetitive purchasing behavior (Zephaniah *et al.*, 2020). Continuous repurchase of the same product indicates customer loyalty to the product. Islamic banks highly expect customer loyalty to increase the volume of third-party funds and potential new customers (Aisyah, 2018; Tabrani *et al.*, 2018).

The climate of competition in the banking world between conventional banks and Islamic banks is increasing, requiring Islamic banking to create a competitive advantage (Alam *et al.*, 2019; Meslier *et al.*, 2017). The challenges of developing Islamic banking in Indonesia are certainly complex. Before fulfilling their customers' needs, Islamic banks should first work hard to understand and provide prominence for their products. The only robust consideration is by fulfilling religious law with this kind of limitation. Thus, Islamic banks' managers have to harness this potentiality to increase customer satisfaction.

**Table 1. Development of Islamic Bank**

Indicator	2018	2019	2020	Sept-2021
Total Assets (in billion IDR)	477,327	524,564	593,948	630,341
Number of Banks	34	34	34	33
Number of Offices	2,229	2,300	2,426	2,437
ADMs	2,962	3,003	3,192	4,098
Number of Employees	54,471	54,840	55,538	50,934

As the capital city and the center of money circulation, Jakarta becomes the benchmark for the loyalty of a banking customer. Such rapid environmental changes are increasingly supporting the current competition. Customer loyalty through service quality, satisfaction, promotion, complaints, and religious aspects are an indicator of success. The vital role of Islamic banking in the Indonesian economy sector encourages various efforts to increase and develop Islamic banking. In fact, the prospect of Islamic banking in Indonesia shows positive performance, as reflected in the still sizeable domestic market development. Islamic Finance Development Indicators (2020) from The Islamic Corporation for the Development (ICD) indicates that Indonesia is included in the top ten countries with the most significant Islamic financial index in the global market.

Therefore, this study aims to analyze the effect of service quality on customer satisfaction towards Islamic banks, service quality on customer loyalty in Islamic banks, and customer satisfaction on customer loyalty to Islamic banks. As a result, this study provides new understanding that regulates the relationship between banks and their customers based on Sharia principles. This research contributes to strategic marketing related to service quality, satisfaction, and loyalty of Islamic banking customers. Another contribution is to enrich future research references to conduct more in-depth research. In addition, the research results help Islamic banking make better decisions to understand, solve and anticipate existing problems, especially in improving service quality, customer satisfaction, and customer loyalty.

## **LITERATURE REVIEW**

Customer loyalty is not formed instantly but through a series and stages of a process. Consequently, a banking service company must be clever at identifying a problem and opportunity to meet different customers' demands and needs. Research related to customer loyalty has been conducted by Anita *et al.* (2015), which found that customer satisfaction and service quality in banking affect customer loyalty in Langsa city. Also, Nugroho (2015) examined the effect of service quality on customer satisfaction and loyalty at Telkom Speedy service in Surakarta, which obtained the results that service quality significantly affects customer loyalty. The results also show a positive relationship between customer satisfaction and service quality construction, such as bank personnel, bank image, bank services, and bank accessibility (Hamzah *et al.*, 2015). Likewise, Victor *et al.* (2015) state that consumer trust and satisfaction influence loyalty

at BCA Manado. Moreover, Aysan *et al.* (2017) investigated customer behavior on Islamic banks in a dual banking system. They categorized customers into groups based on the amount of money they deposited and saw their behavior towards changes in interest rates. This study indicates that Islamic bank customers are more responsive when they get more significant deposits so that the relationship between changes in deposit interest rates is stronger in Islamic banks than in conventional banks.

Social responsibility is a determining aspect of customer loyalty by considering the case of social responsibility importance in the Malaysian banking industry. Yusof *et al.* (2015) describe the trend towards social responsibility in recent years that has increased purchasing behavior. The results show that customer-centric has the most significant influence on the banking industry in Malaysia. Pritandhari (2015) examined the factors that affect customer loyalty and their impact on the competitive advantage at *Baitul Maal Wat Tamwil*. This study indicates that several factors influence customer loyalty, including brand reputation, member satisfaction, and service quality. As a result, service quality is the most dominant in influencing member loyalty. The impact of loyalty on competitive advantage can be seen from how many BMT members did not move to other financial institutions. The better the service quality, the higher the loyalty and competitive advantage among financial institutions.

Customer loyalty is inevitably necessary for this era of increasingly fierce competition, including in the health care business. Due to the absence of loyal customers, the hospital will not well-develop and even be abandoned by customers. It is in line with the research conducted by Widadi and Wadji (2015) regarding customer loyalty. The results show that patient satisfaction, good service quality, and hospital image significantly influence customer loyalty. In addition, Mahyuni and Firdaus (2014) analyzed the factors that affect customer loyalty at the branch of Bank Muamalat Indonesia in Banjarmasin. The results show that service quality affects customer satisfaction, trust, commitment, and loyalty, while company image affects loyalty.

Meanwhile, based on several studies, customer satisfaction, trust, and commitment were not proven to affect customer loyalty. Mandong *et al.* (2017) conducted a study to determine whether service quality, company image, and price perception affect customer loyalty at PT. Bank Negara Indonesia in the Manado branch office. The multiple linear regression method shows that service quality and perceived price significantly affect customer loyalty, while the corporate image does not.

Customer retention is the ability of a company or product to retain its customers for a certain time. Customer loyalty is the key to customer retention, and this statement is the initial idea of research conducted by Ilmaniati and Wiratmadja (2016). This study develops a customer loyalty model in Islamic banking institutions, especially Bank Syariah Mandiri (BSM), using PLS-SEM in the data processing. The results show that only service quality significantly affected customer loyalty, while customer satisfaction and trust had no significant effect. Agusman *et al.* (2018) discuss the factors that affect consumer loyalty in fast-food restaurants in Indonesia. The variables used in this study include the marketing mixture, demographics, customer satisfaction, and customer loyalty. Using Structural Equation Modeling (SEM), the result shows that the variables making up the marketing mixture significantly affect customer loyalty. Meanwhile, the demographic variable does not affect consumer loyalty.

## **RESEARCH METHOD**

The data elicited in this study are primary resources using samples of customers of Islamic banks in Jakarta. Jakarta is the capital city and the most populous city in Indonesia. Currently, it is the world's second-most populous urban area, after Tokyo globally. Therefore, it is appropriate to be chosen as the sample of research. Furthermore, the research data was collected using a questionnaire with a Likert scale. Variable use effectiveness (EFFCT), price (HRG), access (ACCESS), portfolio (PORTF), reliability (RLBLY), Sharia compliance (SYCOMPL), customer loyalty (LOYLNS), tangible (TANGB), and Islamic service quality (KUALYPL). The questionnaire consisted of 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree.

The data analysis and hypothesis testing used the Structural Equation Model - Partial Least Squares (SEM - PLS) method. This structural equation model is a multivariate analysis technique that combines factor analysis and path analysis, making it possible to simultaneously test and estimate the relationship between multiple exogenous and endogenous variables with multiple factors (Latan & Ghozali, 2012).

The structural or inner model is part of the hypothesis testing used to test whether the exogenous (independent) latent variable against the endogenous (dependent) latent variable has a substantive effect. Structural modeling using the PLS model begins by looking at the R-Square value for

each endogenous latent variable as the predictive strength of the structural model (Latan & Ghozali, 2012). R-Square value of 0.75 indicates a robust model, R-Square value of 0.50 indicates a moderate model, and R-Square value of 0.25 indicates a weak model. The effect of the F2 value can be calculated with the following formula:

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

$R^2_{included}$  and  $R^2_{excluded}$  are the R-Square of the endogenous latent variable when the predictor of the latent variable is used or excluded in the structural equation. The  $f^2$  value of 0.02 indicates that the predictor of the latent variable has a minor influence at the structural level. The  $f^2$  value of 0.15 indicates that the predictor of the latent variable has a moderate effect at the structural level. The  $f^2$  value of 0.35 indicates that the predictor of the latent variable has a significant influence on the structural level.

## RESULTS AND DISCUSSION

Respondents of the study were Islamic banking customers living in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) areas. Distribution and collection of the questionnaires were conducted from November to December 2020 by distributing 230 questionnaires. Six questionnaires were not filled out of 230 questionnaires that were returned; thus, the number of respondents in the study was 224 respondents. This number was still eligible to meet the requirements for being research sample. The construction model aims to provide an overview of the loyalty of Islamic banking customers, what factors influence it, and formulate policies that will increase the expansion of the Islamic banking market. In addition, It can be used as a means of input and advice for policymakers to provide opportunities for Islamic banking to develop.

The validity test uses the results of the Average Variance Extracted (AVE) and Communality calculations, which are shown in Table 2. It can be seen that the AVE roots are all above 0.5 and more significant than the correlation between variables. Thus, the indicators used in this study have met discriminant validity.

**Table 2. Validity test results**

Variable	AVE	ACCESS	HRG	KEPSNS	KUALYPL	LOYLNS	PORTIF	RLBLY	SYCOMPL	TANGB
ACCESS	0.68356	1.00000								
HRG	0.74471	0.55867	1.00000							
KEPSNS	0.81327	-0.8863	-0.24926	1.00000						
KUALYPL	0.71019	0.54378	0.80093	0.32463	1.00000					
LOYLNS	0.83134	-0.044385	-0.23242	0.87673	-0.31444	1.00000				
PORTIF	0.62431	0.46344	0.55052	-0.36782	0.73057	-0.37084	1.00000			
RLBLY	0.64098	0.15138	0.173894	-0.20543	0.24301	-0.23095	0.28335	1.00000		
SYCOMPL	0.37229	0.37719	0.44977	0.35722	0.47314	0.34287	0.21692	-0.20275	1.00000	
TANGB	0.80031	0.32832	0.30564	0.08691	0.27225	0.15591	0.18314	0.42938	0.21111	1.00000

Evaluation of the value of construct reliability was measured using Cronbach's alpha and composite reliability values. Cronbach's alpha and composite reliability values must be greater than 0.7, and the AVE value must be greater than 0.5. The results of the reliability value evaluation are in Table 3. Based on Table 3, it can be seen that the useful construct has composite reliability of 0.3326, but the Cronbach alpha value is 0.6125. The Cronbach alpha value for the PORTF construct is 0.5237 with composite reliability of 0.6936, and the Cronbach alpha of the RLBLY construct is 0.5524 with composite reliability of 0.7269. By paying attention to the value of composite reliability and Cronbach's alpha, it can be concluded that the variables used in this study are reliable and worthy of further analysis.

**Tabel 3. Composite Reliability & Cronbach Alpha**

Variable	Composite Reliability	Cronbach's Alpha
ACCESS	0.770937	0.646022
HRG	0.831842	0.741503
KPSNS	0.886389	0.829126
KUALYPL	0.856666	0.800391
LOYLNS	0.889045	0.849431
PERLNS	0.884254	0.858676
PORTF	0.693637	0.523758
RLBLY	0.726946	0.552433
SYCOMPL	0.90517	0.848747
TANGB	0.876809	0.813985

Statistical test results show the estimated parameter value of 3.689, which is more significant than 1.96 (alpha of 0.05). Then, it can be concluded that service quality significantly influences customer satisfaction. Islamic banking pays attention to service quality because customers assume that religion-based services have high service quality, wherein Islamic banking business practices are part of worship in the concept of religion (Rehman, 2012). Service quality has a relationship with customer satisfaction, so it is essential to improve service quality (Arthur *et al.*, 2016). Customer satisfaction can come from any dimension, and the assessment arises from non-quality problems requiring experience with the service.

The service quality uses the dimensions of effectiveness and assurance, access, price, portfolio of services offered, reliability, tangibles, and Sharia compliance. This dimension has high confidence so that it helps measure customer preferences (Setiawan *et al.*, 2018). Service quality arising from these dimensions affects customer satisfaction even though there is no guarantee that customers will be loyal to their choices. The study results show that the dimensions of access and tangibles do not affect customer satisfaction so that they do not become a factor for service quality variables. Meanwhile, price, service portfolio dimensions, Sharia compliance, reliability, and effectiveness construct service quality variables. The price dimension is the dimension that has the most influence compared to other dimensions. The price dimension indicators include low administrative costs, attractive margins, fair profit sharing, and more competitive Islamic banks. The indicators that have a low relationship with prices are low administrative costs and attractive margins.

The second dimension that influences service quality is the portfolio. Portfolio dimension indicators include SMS or phone banking services and transfers between banks. Furthermore, the third influential dimension is Sharia compliance. The indicators of Sharia compliance are contracts that are by Sharia, free from *usury* and *halal* placement of funds. Sharia compliance will be a consideration for customers in choosing to use banking services. While the dimensions of access are not significant, the effect is small because Islamic banking technology equipment is less sophisticated in respondents' opinion.

This study also uses service quality in the view of Islam to determine its effect on customer satisfaction. The service quality indicators include being honest, responsible, and trustworthy, not cheating, keeping promises,



servicing with sincerity, humility, and serving as charity. Four indicators form customer satisfaction, including the existence of a match between costs and results after the services provided are satisfied, the satisfaction of Islamic banks performance and the customers experience of using the service. Islamic bank services are the same as conventional banks, so it is natural that no matter how good the quality of services provided by Islamic banks, as long as it is not by what customers want, their satisfaction level will fall.

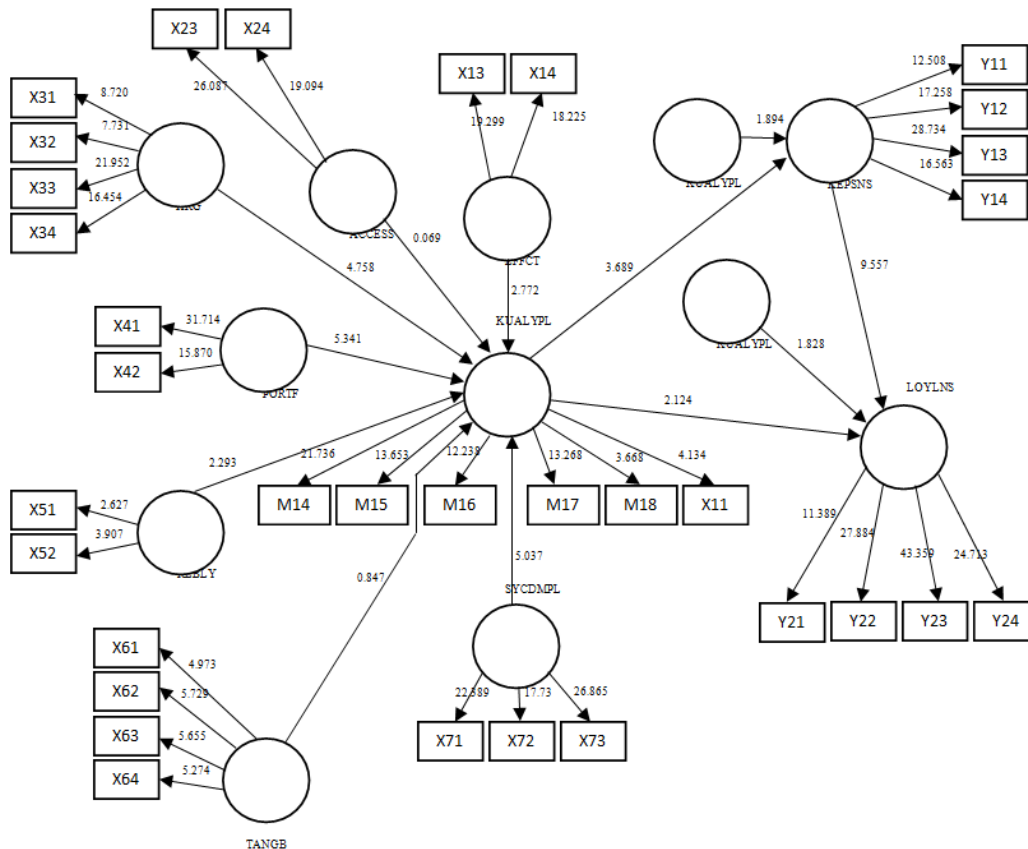


Figure 1. Model Estimation

Gayatri and Chew (2013) identify the dimensions of service quality according to the perceptions of Muslim consumers in Indonesia in the retail, restaurant, and hotel sectors. They managed to find that Islamic values, such as *halal*, *haram*, attention to Islamic religious activities, honesty, sincerity and humility, humanity, and trust, can be considered additional measures that reflect the quality of service understood by Muslim consumers.

Islamic banking struggles to meet customer expectations by creating quality services that satisfy customers (Taap & Chong, 2011; Wijaya *et al.*, 2017). For instance, Islamic banking has not succeeded in meeting quality standards as expected by customers despite high interest in using Islamic

banking services (Ahmed *et al.*, 2016). Service quality for service companies is essential to provide more satisfaction to customers and, in the end, can add value to the company itself. The findings of previous studies prove that service quality affects satisfaction, and satisfaction affects customer loyalty (Chotivanich, 2014; Rita *et al.*, 2019; Shoki *et al.*, 2013).

Service quality is considered as an essential factor in a banking institution because the global and international markets are increasingly developing. Although the findings of other studies show the inconsistency of the effect of service quality on satisfaction, it does not affect customer loyalty. So it is essential for Islamic banking to improve service quality (Arthur *et al.*, 2016; Yousef *et al.*, 2021; Zouari & Abdelhedi, 2021). Islamic banking must have competitiveness by having an effective marketing strategy to increase market share with customer service efforts. Efforts to improve the quality of services provided by Islamic banking must be market-oriented and the community as users of banking services.

In addition, Islamic banking must understand the importance of service quality, including products and services of high quality (Alwi *et al.*, 2021; Wulandari & Subagio, 2015). Service quality is also essential because of its relationship with costs, profits, customer satisfaction, consumer memories, and positive words from consumers (Lin *et al.*, 2020; Voorhees *et al.*, 2017). Satisfying customers is the main thing that Islamic banking should not ignore because customer satisfaction is a strategic factor to win the competition and maintain the company's brand image. Consumer satisfaction is determined by the quality of products and services, where customer satisfaction with services has two main interrelated things: consumer expectations of service and consumer perceptions of service quality.

#### *The Influence of Service Quality on Customer Loyalty*

Statistical test results show the estimated parameter value of 2.124, which is more significant than 1.96 (alpha of 0.05). Thus, service quality significantly influences customer loyalty based on the result. This study indicates that the better the quality of Islamic banking services, the more customer loyalty increases. However, it is not necessarily able to make customers loyal to Islamic banking because banking customers are already very critical of banking service problems so customers must be in a comfortable position first with the services provided.

According to the Islamic view, the quality of service is formed by six indicators: serving customers with integrity, providing reliable information, and providing good services based on pious deeds, honesty, and sincerity. Four indicators form loyalty: continuing to use the same banking services, recommending to others, having a positive attitude towards Islamic banking, and buying Islamic banking products or services. In addition, the intangible nature of banking services where a customer decides to be loyal requires sufficient time to enjoy the quality of service, which has improved its quality according to the bank.

Service quality has a positive relationship with customers, so service quality has to fulfill the customer needs (Rita *et al.*, 2019). According to Islamic rules, interest is prohibited in the Islamic banking system compared to conventional banking (Afshar & Muhtaseb, 2018; Hashim, 2012; Salman & Nawaz, 2018). So, the Islamic banking system is a banking system that Muslims can accept, whereas international banking also applies to the Islamic banking system because the number of Muslims reaches one-fifth of the world's population. As a country with the largest Muslim population globally, Indonesia should present a vast market share for Islamic banking.

The fact shows that Indonesia adheres to two banking systems, namely conventional banks as regulated in law number 10 of 1998 concerning amendments to law number 7 of 1992 concerning banking, while Islamic banks are regulated in law number 21 of 2018 concerning Islamic banking. However, the business climate has not provided support for Islamic banking, where the market share of Islamic banks, which is still far behind conventional banks, is only 5.78%. Although Islamic banking has grown significantly, customer loyalty only stood for about 3.7 years. Consumers in Indonesia generally use banking services only for the next three years with rational considerations to move to another bank.

### *The Effect of Customer Satisfaction on Customer Loyalty*

Statistical test results show the estimated parameter value of 9.557, which is more significant than 1.96 (alpha of 0.05); thus, customer satisfaction significantly influences customer loyalty. The higher the customer satisfaction for the services provided by Islamic banking, the more customer loyalty will increase. Four indicators form customer satisfaction: the existence of a match between costs and results, satisfaction after the services provided, satisfying with the services provided, and customers having a satisfactory experience. The results of statistical processing show that the feeling of satisfaction with

the performance of services provided by Islamic banking has the highest relationship. Feeling satisfied with the performance can be interpreted that the performance of services or products by customers is perceived as the most dominant factor.

If an organization cannot fulfill customer needs, it will cause a significant decrease in profitability and market share (Wijaya *et al.*, 2017). Several research studies on customer loyalty in banking services show that the influencing factors are consumer satisfaction and the quality of services provided (Ali *et al.*, 2014; Darmawan *et al.*, 2017; Karim, 2020; Mohsan *et al.*, 2015; Muhammad *et al.*, 2015; Shankar & Jebarajakirthy, 2019).

Customer satisfaction is the main factor in shaping customer loyalty. Experts have proven the effect of customer satisfaction on customer loyalty (Khairawati, 2020; Waari, 2018). For instance, satisfied customers will buy the offered products and influence other potential customers to buy products and services from a bank (Chochol'áková *et al.*, 2015; Taghizadeh *et al.*, 2013). Also, satisfied customers will suggest and say positive things about the company's performance and quality to others, known as word of mouth (Sun *et al.*, 2021; Taghizadeh *et al.*, 2013; Talwar *et al.*, 2021).

## **CONCLUSION**

The results showed that service quality had a significant effect on customer satisfaction, service quality significantly influenced customer loyalty, and customer satisfaction essentially influenced customer loyalty. Service quality has an important influence on customer loyalty. Thus, Islamic banking has to pay attention to service quality because customers assume that its services suppose to have high-quality religious values. After all, Islamic banking business practices are also believed to be part of religious worship. The better quality of services provided by Islamic banking does not necessarily make customers being loyal. This trend condition has emerged because the banking customers are already critical of banking service problems nowadays.

In addition, customer satisfaction has a significant influence on customer loyalty. Customers have to be in a position of being satisfied with the services provided to be loyal customers. The higher the level of customer satisfaction, the higher the level of customer loyalty. Four indicators form customer satisfaction: conformity between costs and results, satisfaction after the services provided, satisfying with the service performance, and the customers having a satisfactory experience. This research is focused on Islamic bank customers only in Jakarta. Therefore, further research can be

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carried out in other provinces by adding other variables that have a significant influence on customer loyalty.

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