https://doi.org/10.59865/abacj.2024.52

# DETERMINANTS OF BANKING CUSTOMER LOYALTY IN INDONESIA

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## Abstract

This study aims to identify and analyze the determinants of customer loyalty in the banking sector in Indonesia. The study was conducted within the banking sector, specifically among institutions categorized under BUKU IV, spread across the Jabodetabek region. The research design follows a causal approach utilizing quantitative techniques, subsequently processed and examined through PLS-SEM. The study encompassed a participant pool of 245 respondents. The outcomes of this investigation reveal that customer engagement significantly influences both customer trust and customer commitment. Furthermore, customer trust and customer commitment effectively serve as mediators, enhancing customer loyalty through customer engagement. Additionally, the research corroborates the notion that customer trust can positively impact customer commitment.

**Keywords:** Customer loyalty; customer commitment; customer trust; customer engagement.

## 1. INTRODUCTION

The COVID-19 pandemic is one of the most noteworthy worldwide crises that has deeply affected the global financial industry (Banna & Alam, 2021; Olson, 2020). In developing countries, like Indonesia, experts projected unfavorable effects of COVID-19 on the economy (Hudaefi et al., 2021). The economic expansion of Indonesia has faced a significant downturn (Hudaefi et al., 2021). The Financial Services Authority or *Otoritas Jasa Keuangan* (OJK) has emphasized the importance of heightened supervision and policy implementation to maintain stability in the financial services sector amidst the economic slowdown which has occurred due to the COVID-19 pandemic (Hamda, 2023). Nevertheless, to uphold economic stability, banks are obligated to continue their day-to-day operations in all

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possible ways. Hence, suitable digital financial services (DFS) are essential to ensure smooth operations, allowing people to conduct essential transactions without fearing virus transmission (Banna & Alam, 2021). During the pandemic, banks have observed a shift of consumer behavior towards digital or electronic banking (Ul Haq & Awan, 2020).

Furthermore, during the COVID-19 pandemic, which started around March 2020 in Indonesia, there was a general decrease in the level of communication between banks and customers. While 62 percent of respondents communicated via email and direct online messaging before COVID-19, during COVID-19, this figure declined to 53 percent. Visits to official bank websites also decreased from 60 percent to 57 percent, call center usage declined from 52 percent to 45 percent. In contrast, communication through social media between banks and customers increased from 32 percent to 36 percent. There was also a rise in communication through chatbots, increasing from 18 percent to 23 percent (Richard, 2020). Presently, consumers exhibit a heightened inclination towards employing digital platforms for their banking transactions (Shahabi et al., 2021). Emerging financial technology empowers banks to deliver enhanced and convenient services to their clients across various locations (Shahabi et al., 2021).

Based on their Core Capital, banks are categorized into four groups or *Bank Umum Kegiatan Usaha* (BUKU) in accordance with the OJK Regulation No. 12/POJK.03/2021 regarding Commercial Banks. Among these Core Capital-based groups, the banks included in BUKU IV are BRI, Bank Mandiri, BNI, and BCA (Cahaya et al., 2023). During the pandemic, many BUKU IV banks reduced offline activities by reducing the number of branch offices to 1,232 units. This reduction in physical branch presence was primarily driven by the need to comply with health protocols, minimize operational costs, and adapt to changing consumer behavior towards digital banking. As a result, there was a potential risk of reduced customer interaction and engagement, which could lead to a decline in customer loyalty. To mitigate this issue, these banks introduced conveniences in account opening and transactions without the need to visit a bank branch, thereby requiring BUKU IV banks to continue designing various strategies to retain their customer base. These strategies have been widely adopted by the banking industry in Indonesia as a means to enhance customer loyalty.

Considering these obstacles, this research will examine the context and substance of management science within the Indonesian banking sector, with a special emphasis on banks categorized as BUKU IV. The context and content of this study offer applicable to practical implications within the Indonesian banking industry, with an emphasis on customer loyalty, commitment, long-term trust, and engagement. The banking sector was selected as the research topic due to the following reasons. Indonesia’s population reached 270 million in the year 2020, ranking it as the fourth most populous country globally, with 196 million individuals aged 15 to 75 (Annur, 2020). This age group is eligible to open bank accounts; however, only 42 million individuals possess bank accounts, totaling 325,728,934 savings accounts (Cahaya et al., 2022), indicating significant opportunities for banks to attract new customers.

Research conducted by Parihar & Dawra (2020) underscores the pivotal role of loyal customers in achieving a company’s strategic objectives and ensuring its sustainability. Establishing customer loyalty necessitates first building trust (Ghali, 2021). Elevated levels of trust heighten customer commitment, leading to repeat purchases that often signify e-loyalty (Goutam et al., 2021). Trust and commitment are influential factors in customer loyalty (Afsar et al., 2010). Having trust affects commitment, which acts as a bridge connecting trust and loyalty, where commitment positively affects loyalty (Goutam et al., 2021). Additionally, a study by Kumar et al. (2019) highlighted customer engagement as a vital factor for business success, enabling banks to improve efficiency and save costs through increased customer interaction (Shahabi et al., 2021).

Based on these phenomena and prior research conducted by various scholars, this study primarily delves into the roles of customer trust and commitment as mediators in the influence of customer engagement on customer loyalty. The direct influence of customer engagement on customer loyalty is not hypothesized, as this relationship has been widely studied in previous research. Instead, the focus of this study is on the indirect influence of customer engagement on customer loyalty through the mediating roles of customer trust and customer commitment, which is a novel aspect. Moreover, customer trust and commitment are considered the foundation for sustained utilization of banking services, as trust is a critical factor driving customers to establish long-term relationships (commitment) with banks (Omoregie et al., 2019). This aspect presents an intriguing area for further investigation, especially in Indonesia, which holds vast market potential and the opportunity to bolster customer loyalty.

## 2. LITERATURE REVIEW

### 2.1. Customer Engagement

Consumer engagement is a complex idea incorporating customers' thoughts, feelings, and actions. It is an important factor in how people relate to each other when they interact, and in combination with other ways of relating, refers to what makes an action happen or what comes from an interaction that people are engaged in (Brodie et al., 2013; Khan et al., 2020). Consumer engagement also underscores the cognitive, emotional, and behavioral dimensions critical to repeat purchases (Brodie et al., 2013; Khan et al., 2020). Banks that adopt customer engagement as a strategy to handle customer complaints can secure their existence and maintain strong, lasting bonds with their customers. This fosters strong connections among customers, products, and engagement, through two-way dialogues, cooperative interactions, and communication (Cook, 2017). Considering customer engagement within long-term relationships leads to voluntary contributions that go beyond mere transactional processes (Jaakkola & Alexander, 2014).

### 2.2. Customer Trust

Trust embodies an individual's willingness to establish lasting relationships with a business allowing the business to rely on them as business partners. Customer trust is very important in how consumers and businesses interact. It shows how much customers believe that the things they want from a bank will actually be done well (Kwon et al., 2020). Customer trust means customers feel safe when they deal with their bank, and this helps to make their lives better (Wen et al., 2019). Trust is a big factor in whether customers stay committed, and satisfied, continuing to use a bank's services (Høgevold et al., 2020). Trust is also a key part of making customers want to remain with a brand and its products in the long term (Delgado-Ballester & Munuera-Alemán, 2005). Customer trust can grow when banks show they are good at what they do, that they are honest, and act with integrity (Kotler & Keller, 2018). When customers have strong trust in a bank, they feel happy and proud to use the bank's services. This makes them want to keep using the bank and to remain with the bank in the long term (Cahaya et al., 2023).

### 2.3. Customer Commitment

The idea of customer commitment is a foundational concept in the research, helping us to understand and measure how much customers really stay with a company (Cahaya et al., 2022). Commitment means wanting to maintain a good relationship and doing things that help the company (Moorman et al., 1992; Riyanto & Prasetyo, 2021). Customer commitment refers to a strong feeling that connects customers to a business where they obtain various services (Fullerton, 2019). In marketing, there are three kinds of commitment: the way a customer feels toward a business, the things a customer does with a business, and the extent to which a customer remains with the business over time (Lee et al., 2014). Affective commitment refers to short-term emotions, behavioral commitment involves actions, promises, and sacrifices that show dedication, and continuance commitment signifies long-lasting relationships (Lee et al., 2014). Continuance commitment is commonly used in marketing due to factors like switching difficulties, adjustments, and limited alternatives (Lee et al., 2014; Parihar & Dawra, 2020). Companies offer extensive support across various business areas to nurture ongoing commitment, leading to higher levels of loyalty (Jones et al., 2010; Riyanto et al., 2021).

## 2.4. Customer Loyalty

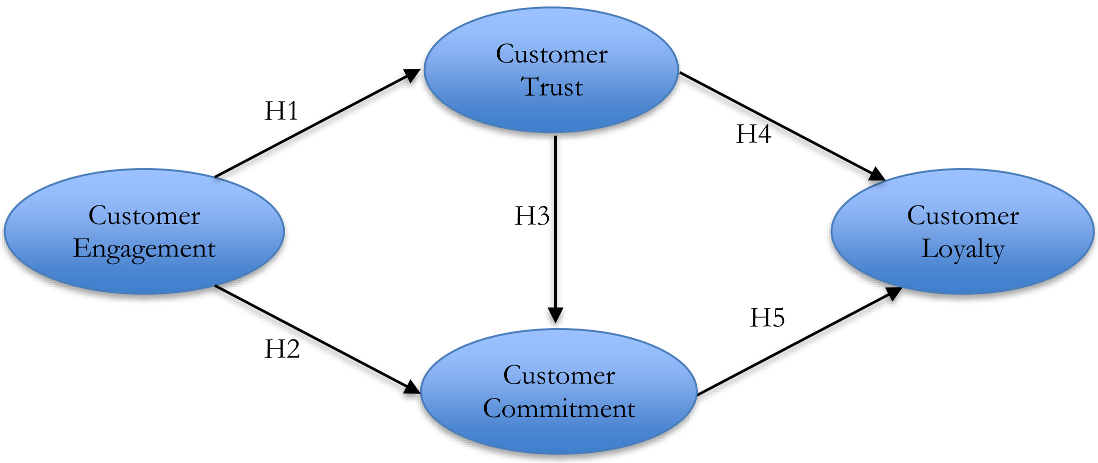
Customer loyalty is seen as how strongly someone's feelings and thoughts are connected to repeatedly buying something. This makes companies emphasize not just the quality of what they offer, but also the overall value, which encourages customers to continue buying (Rai & Srivastava, 2012; Tobe & Thomas, 2012). Customer loyalty means that a person will continue to buy a product or service regularly, without looking at other options (Susanto et al., 2021). Loyalty also involves a positive attitude, commitment, and an intention to make continued future purchases of the brand (Lee & Shen, 2013). Through loyalty, we can understand customers' emotional and psychological disposition to repurchase and recommend a product or service to others. Achieving loyalty cultivates customer loyalty to products or services, ultimately leading to increased banking profits (Karunaratna & Kumara, 2018; Prasetyo & Ariawan, 2021), and shaping positive behavior and attitudes toward the company (Rai & Srivastava, 2012).

## 2.5. Theoretical Framework and Hypotheses

Drawing from the outlined phenomena, theories, and research gaps, the hypotheses and research framework are as follows:

H1: When customers engage more, they tend to trust the company.
H2: Engaged customers are more likely to stay committed.
H3: Trust in the company leads to stronger commitment from customers.
H4: Trust in the company helps engagement influence loyalty.
H5: Commitment from customers helps engagement affect loyalty.

**Figure 1** Framework of Conceptual



## 3. METHODOLOGY

This study uses a quantitative descriptive method with a causal approach (Cahaya et al., 2024; Karunia, Darmawansyah, Dewi, et al., 2023). The goal is to create an accurate picture of something under a certain situation and to understand how different things are connected (Karunia, Budiaji, et al., 2023). The quantitative descriptive approach involves systematically collecting numerical data to describe the characteristics or features of a particular phenomenon (Karunia, Darmawansyah, Prasetyo, et al., 2023; Sekaran & Bougie, 2016). This process includes gathering data from a defined sample, conducting statistical analyses, and interpreting the results to understand the trends, patterns, and relationships within the data (Cahaya et al., 2024; Marczyk et al., 2005). The causal approach further aims to identify and analyze the cause-and-effect relationships between variables (Snyder, 2019). By combining these approaches, the study not only describes the current state of the banking sector but also investigates the underlying factors that influence customer loyalty, engagement, and trust.

The analytical focus of this study revolves around customers of banks categorized as BUKU IV in the Greater Jakarta area (Jabodetabek). The analytical scope pertains to the data collection level amassed during subsequent data analysis stages (Ghozali, 2014; Sekaran & Bougie, 2016). Data collection in this study follows a cross-sectional study design executed within a designated time frame (January 2022-May 2023). The study focuses on different factors, namely consumer engagement as the main factor, customer trust and customer commitment as the mediating factors, and customer loyalty as the final result. All these factors were measured using a five-point Likert scale (Hair et al., 2018; Sarstedt et al., 2022).

To gather data, the researchers randomly selected bank customers who used at least three different banking methods, such as mobile banking, internet banking, and ATMs. Based on research by Hair et al. (2018), the study aimed for a total of 245 participants, with the sample size determined by multiplying the total number of indicators by a factor of between 5 and 10. In this case, the study included 26 indicators, as detailed in Table 1. To analyze and confirm the connections between these factors, the PLS-SEM method was used, examining both the outer and inner aspects of the model (Ghozali, 2014; Sarstedt et al., 2022).

## 4. RESULTS AND DISCUSSION

### 4.1. Results

Referring to the practical guidelines for evaluating convergent validity within the outer model, it becomes apparent that the loading factor values for all research indicators exceed 0.5 or fall within the range of 0.6 to 0.7. Hence, based on these criteria, the convergent validity prerequisites are met (Hair et al., 2018; Sarstedt et al., 2020). This is supported by the values presented in Table 1. Additionally, in the assessment of the outer model’s discriminant validity, it is observed that the constructs, along with their corresponding indicators, exhibit higher values compared to the correlations with other constructs. These concepts also show Average Variance Extracted (AVE) values greater than 0.5, as illustrated in Table 1. Furthermore, when using the Fornell-Larcker criterion to test discriminant validity, it can be seen that the correlation values between items within a concept are higher that when compared to other concepts (Table 2). Based on these three tests, it can be concluded that the model has strong discriminant validity (Hair et al., 2018; Sarstedt et al., 2020).

In the final assessment of the outer model, which examines reliability, it’s clear that the values of Cronbach’s alpha, rho_A, and composite reliability for all variables are above 0.7, indicating the model is dependable and consistent (Hair et al., 2018; Sarstedt et al., 2020). These reliability metrics are detailed in Table 1.

**Table 1** Summary of Outer Model Results

| Variable and items | Loading | AVE | Cronbach's alpha | Rho_A | Composite reliability | X | $Y_1$ | $Y_2$ | Z |
|---|---|---|---|---|---|---|---|---|---|
| Customer Engagement | | | | | | | | | |
| CE1 | 0.683 | 0.529 | 0.778 | 0.783 | 0.849 | 0.683 | 0.373 | 0.392 | 0.683 |
| CE2 | 0.718 | | | | | 0.718 | 0.519 | 0.526 | 0.718 |
| CE3 | 0.725 | | | | | 0.725 | 0.486 | 0.462 | 0.725 |
| CE4 | 0.775 | | | | | 0.775 | 0.482 | 0.482 | 0.775 |
| CE5 | 0.734 | | | | | 0.734 | 0.407 | 0.373 | 0.734 |
| Customer Trust | | | | | | | | | |
| CT1 | 0.620 | 0.640 | 0.928 | 0.931 | 0.941 | 0.460 | 0.620 | 0.493 | 0.551 |
| CT2 | 0.747 | | | | | 0.460 | 0.747 | 0.599 | 0.563 |
| CT3 | 0.818 | | | | | 0.567 | 0.818 | 0.675 | 0.660 |
| CT4 | 0.808 | | | | | 0.544 | 0.808 | 0.600 | 0.624 |
| CT5 | 0.851 | | | | | 0.510 | 0.851 | 0.642 | 0.605 |
| CT6 | 0.841 | | | | | 0.500 | 0.841 | 0.658 | 0.634 |
| CT7 | 0.851 | | | | | 0.455 | 0.851 | 0.673 | 0.634 |
| CT8 | 0.783 | | | | | 0.506 | 0.783 | 0.640 | 0.634 |
| CT9 | 0.855 | | | | | 0.533 | 0.855 | 0.691 | 0.651 |
| Customer Commitment | | | | | | | | | |
| CC1 | 0.710 | 0.625 | 0.899 | 0.902 | 0.921 | 0.444 | 0.553 | 0.710 | 0.531 |
| CC2 | 0.733 | | | | | 0.471 | 0.622 | 0.733 | 0.570 |
| CC3 | 0.822 | | | | | 0.479 | 0.706 | 0.822 | 0.609 |
| CC4 | 0.835 | | | | | 0.499 | 0.622 | 0.835 | 0.632 |
| CC5 | 0.815 | | | | | 0.496 | 0.607 | 0.815 | 0.592 |
| CC6 | 0.845 | | | | | 0.540 | 0.669 | 0.845 | 0.666 |
| CC7 | 0.764 | | | | | 0.518 | 0.589 | 0.764 | 0.587 |
| Customer Loyalty | | | | | | | | | |
| LY1 | 0.839 | 0.665 | 0.874 | 0.876 | 0.908 | 0.663 | 0.612 | 0.614 | 0.839 |
| LY2 | 0.823 | | | | | 0.565 | 0.690 | 0.720 | 0.823 |
| LY3 | 0.810 | | | | | 0.534 | 0.623 | 0.556 | 0.810 |
| LY4 | 0.852 | | | | | 0.558 | 0.591 | 0.507 | 0.852 |
| LY5 | 0.747 | | | | | 0.500 | 0.618 | 0.658 | 0.747 |

*Note.*

CE: Customer Engagement

Numbers following CE represent the specific items or indicators related to Customer Engagement.

CT: Customer Trust

Numbers following CT represent the specific items or indicators related to Customer Trust.

CC: Customer Commitment

Numbers following CC represent the specific items or indicators related to Customer Commitment.

LY: Customer Loyalty

Numbers following LY represent the specific items or indicators related to Customer Loyalty.

X, $Y_1$, $Y_2$, and Z represent the different variables or constructs in the model. X1 generally represents the exogenous variable (Customer Engagement), while $Y_1$ and $Y_2$ represent the mediators or endogenous variables ($Y_1$: Customer Trust, and $Y_2$: Customer Commitment), and Z represents the dependent variable (Customer Loyalty).

**Table 2** Fornell-Larcker Criterion

| Variables | Customer Commitment | Customer Engagement | Customer Loyalty | Customer Trust |
|---|---|---|---|---|
| Customer Commitment | 0.791 | | | |
| Customer Engagement | 0.623 | 0.728 | | |
| Customer Loyalty | 0.759 | 0.693 | 0.815 | |
| Customer Trust | 0.791 | 0.631 | 0.773 | 0.800 |

In the context of submitting the structural model or inner model, the results indicate that the Adjusted R-Square values for customer trust, customer commitment, and customer loyalty are 0.396, 0.649, and 0.653, respectively, as detailed in Table 3. These figures fall within the range of 0 and 1, implying that the influence of customer commitment and customer loyalty, as represented by their respective $R^2$ values, is robust (approaching 1), while the influence of customer trust, as indicated by its $R^2$ value, is comparatively weaker (close to 0) (Sarstedt et al., 2022). Based on the R-Square test findings, it can be deduced that customer trust can be elucidated to the extent of 39.6% by customer engagement, customer commitment can be expounded by customer engagement up to 64.9%, and customer loyalty can be clarified by the combined effect of customer trust, customer commitment, and customer engagement at a rate of 65.3%.

Shifting focus to the evaluation of goodness of fit (GoF), the yielded result is 2.048, which surpasses 0.36. This suggests that the overall performance and harmonization of both the outer and inner models are deemed satisfactory and boast a significant magnitude (Hair et al., 2018; Sarstedt et al., 2020). The GoF results are summarized in Table 3.

**Table 3** Summary of Inner Model Results

| Constructs | $R^2$ | $R^2$ Adjusted | GoF |
|---|---|---|---|
| Customer Commitment | 0.651 | 0.649 | $\sqrt{\text{AVE x R}^2}$= 2.048 |
| Customer Loyalty | 0.656 | 0.653 | |
| Customer Trust | 0.398 | 0.396 | |
| Customer Engagement | | | |

Hypothesis testing conducted through bootstrap resampling determined that there is a direct influence of customer engagement on customer trust. This assertion is supported by the original sample value of 0.631, a t-statistic score greater than 1.96, and a p-value less than 0.05 (Table 4). These findings indicate that, as per the perceptions of the respondents, an increase in customer engagement leads to a corresponding increase in customer trust. Moreover, it was observed that customer engagement also directly impacts customer commitment, as demonstrated by the original sample value of 0.206, t-statistics exceeding 1.96, and a p-value below 0.05 (Table 4). This measurement suggests that, according to respondent viewpoints, heightened levels of customer engagement stimulate the development of customer commitment. Similarly, customer trust has a direct influence on customer commitment, substantiated by the original sample value of 0.661, t-statistics surpassing 1.96, and a p-value lower than 0.05 (Table 4). These results indicate that, from the perspective of the respondents, an increase in customer trust leads to an elevation in customer commitment.

The testing of indirect hypotheses also yielded significant findings, revealing that both customer trust and customer commitment can serve as mediators in the relationship between customer engagement and customer loyalty. This is supported by a t-statistic exceeding 1.96

and p-value lower than 0.05, with corresponding influence values of 0.292 and 0.081 (Table 4).

**Table 4** Significance Test Results

| Hypothesis | Original Sample (O) | T Statistics (\|O/STDEV\|) | P Values | Results |
|---|---|---|---|---|
| H1: Customer engagement has a significant direct effect on customer trust | 0.631 | 17.217 | 0.000 | Supported |
| H-2: Customer engagement has a substantial direct influence on customer commitment | 0.206 | 3.510 | 0.000 | Supported |
| H-3: Customer trust plays a direct role in shaping customer commitment | 0.661 | 13.218 | 0.000 | Supported |
| H-4: Customer engagement impacts customer loyalty indirectly through the pathway of customer trust | 0.292 | 5.639 | 0.000 | Supported |
| H-5: Customer engagement affects customer loyalty indirectly by working through customer commitment | 0.081 | 2.574 | 0.010 | Supported |

### 4.2. Discussion

Based on the examination results, it is evident that there is a significant and positive influence of consumer engagement on customer trust. These findings are consistent with previous studies conducted by Auh (2005), Cahaya et al. (2022), Kusumasondjaja et al. (2012), Cahaya et al. (2023), and Lee et al. (2014), which demonstrated that customer engagement has a favorable impact on customer trust within corporate settings. These discoveries imply that heightened customer engagement is closely aligned with BUKU IV bank clients. Engaged clients tend to respond positively to the feedback provided by their bank and take pride in their affiliation with the institution. Through consumer engagement, clients undergo a psychological process that culminates in trust in the company (Khan et al., 2020). Emotional engagement within customer engagement also fosters a bilateral communication channel, facilitating mutual comprehension between the company and its clients (Vivek et al., 2012). Customers who exhibit high levels of engagement contribute positively to the bank on a voluntary basis. Engaged customers feel emotionally bound to their chosen bank, resulting in satisfaction and a sense of pride in being a bank client (Cahaya et al., 2022).

Furthermore, the test results indicate that consumer engagement possesses the potential to enhance customer commitment. This outcome aligns with research conducted by Rather (2018), Cahaya et al. (2023), and Rather & Parray (2018). The results suggest that customer engagement holds substantial significance for BUKU IV banks. By considering customer engagement within long-term relationships, there is an impact on customers’ voluntary contributions to the bank. Consumer engagement influences customer behavior in terms of commitment and repeat purchases. In other words, clients who are highly engaged are more inclined to uphold a bond of trust with the vendor (Li et al., 2020), reflecting a behavior that transpires between clients and products, brands, or corporations (Youssef et al., 2018).

Additionally, the findings also reveal that customer trust can enhance stronger customer commitment, which aligns with the studies conducted by Tabrani et al. (2018), Cahaya et al. (2022), and Al-Hawari (2011). The outcomes suggest that customers of BUKU IV banks who have multiple accounts are inevitably influenced by their trust in their bank. Customer trust has a crucial role in how customers interact with the bank and their business relationships, significantly impacting their strong commitment to the bank. In simpler words, once customers trust a bank, they are more likely to continue buying its products, even when similar options are available in the market at a lower price with potentially greater benefits.

The test results also suggest that customer trust serves as an intermediary in the relationship between customer engagement and the enhancement of customer loyalty. These findings are consistent with research by Goutam et al. (2021). This underscores the vital role of customer trust in garnering customer loyalty for BUKU IV banks. Once customer trust is established, clients tend to persist in purchasing banking products, even when faced with alternative choices that may offer greater benefits. Furthermore, their trust in the bank fosters a sense of close connection to the institution, resulting in an enduring link to its products in their memory.

Likewise, the test outcomes also show that customer commitment plays a role as a middleman in the link between customer engagement and the enhancement of customer loyalty. These discoveries are consistent with research done by Goutam et al. (2021). This emphasizes how important customer commitment is in boosting customer loyalty for BUKU IV banks. Through commitment, customers form a deep emotional bond with the bank, cultivating a lasting relationship between the two parties.

## 5. CONCLUSION AND RECOMMENDATIONS

Based on the research findings, it can be concluded that customer engagement significantly affects customer trust and commitment. Furthermore, customer trust and commitment can act as effective mediators, enhancing customer loyalty through customer engagement. The study also confirms that customer trust can contribute to increased customer commitment.

Considering the research outcomes, several research recommendations can be proposed for BUKU IV banks and future studies:

1. Conduct more comprehensive research to analyze the key factors influencing consumer engagement in the context of BUKU IV banking, identifying the specific elements that motivate customers to interact more actively with the bank, such as digital service features, loyalty programs, or product innovations.
2. Concentrate research efforts on understanding how customer commitment influences decisions for repeat purchases within the banking context, further examining the factors that drive customers to choose a particular BUKU IV bank again and delving into the role of customer commitment in this process.
3. Delve deeper into the dimensions shaping customer trust in BUKU IV banking, incorporating qualitative methods such as interviews or case studies to gain deeper insights into how customers perceive their trust in the bank and which factors have the most significant impact.
4. Undertake a comparative study between customers with varying levels of customer trust to pinpoint disparities in loyalty levels. This research can aid in devising targeted strategies to enhance customer trust and, in turn, foster customer loyalty.
5. Investigate how different levels of customer engagement and trust influence customer behavior in recommending their BUKU IV bank to others. By understanding the factors driving brand advocacy, the bank can harness this insight for further organic growth.
6. Compare research findings with other banks in the same industry or with similar characteristics to ascertain how a BUKU IV bank can leverage the advantages from this research for more effective competition.
7. Analyze how customer communication and interaction, especially through digital channels, impacts loyalty levels. This study can assist BUKU IV banks in devising more effective communication strategies for nurturing enduring relationships with customers.

8. Examine how the level of customer engagement can impact customer lifetime value. By comprehending this relationship, the bank can optimize their endeavors in retaining customers and enhancing the long-term value of each customer.
9. Undertake longitudinal research to observe how the effects of customer commitment and trust evolve over the long term. This will provide a more holistic perspective on how the relationship between a BUKU IV bank and its customers transforms over time.
10. Scrutinize how customer engagement, trust, and commitment fluctuate when confronted with economic changes or volatile financial scenarios. This research can assist BUKU IV banks in devising adaptable and responsive strategies to navigate ever-changing circumstances.

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