



The Effect of the Quality of Bank Mandiri's Application Services on Customer Loyalty Among Kopra Users

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ABSTRACT

The wave of digital transformation has driven banks to implement application-based platforms to streamline operations and strengthen client loyalty, particularly among corporate users. This study explores how interactions with the Kopra application, perceptions of the bank's brand image, and assessments of service quality shape satisfaction and loyalty in the corporate segment. Data were collected through a quantitative survey of 100 purposively selected corporate clients at Bank Mandiri's Jakarta Imam Bonjol Branch who are active Kopra users. Using SEM-PLS in SmartPLS 3.2.9, the study uncovered asymmetrical effects among the constructs. Satisfaction is positively influenced by brand image and service quality, but not by experience. In contrast, loyalty is shaped by brand image and hands-on experience, while service quality and satisfaction show no such effect. Additionally, satisfaction fails to mediate any of the pathways from experience, brand image, or service quality to loyalty. Taken together, the evidence indicates that in corporate digital banking, loyalty emerges less from being "satisfied" and more from trusting the brand and finding the platform workable in real operational settings. This study provides practical implications for Bank Mandiri to strengthen its brand image management strategy and develop a user experience that is strategically valuable for corporate customers.

Keywords: Brand Image, Customer Experience, Customer Satisfaction, Customer Loyalty, Kopra Bank Mandiri, Service Quality

1. INTRODUCTION

Digital transformation has become the main foundation for changes in the global and national banking industry landscape. In an era marked by the speed of information and the dominance of technology, financial institutions are required not only to automate their services, but also to build systems that are capable of delivering added value to customers. According to PwC (2022), the digital shift in financial services is characterized by the deployment of AI, cloud platforms, and big data analytics, which equips banks to provide services that combine operational efficiency with the ability to adjust to changing customer behaviors and expectations.. Amidst the wave of disruption, digitalization is no longer just an innovative strategy, but an urgent necessity for banking institutions to remain competitive and relevant.

This phenomenon has driven a paradigm shift from manual transactions to digital application-based banking services, both for the retail and corporate segments. Indonesia, as one of the countries with increasing internet penetration, is experiencing accelerated adoption of digital technology in the financial sector. Bank Indonesia reported that the volume of digital payment transactions reached 4.79 billion in January 2026, a 39.65% year-on-year growth, driven by a 10.00% increase in mobile banking transactions and a 131.47% surge in QRIS usage (Andrianto, 2026; IQPlus, 2026). This rapid adoption is supported by internet penetration that has surpassed 79% of the population, positioning Indonesia as the largest digital economy in Southeast Asia with an estimated value of USD 82 billion (Ipotnews, 2026).

Based on APJII data (2018), the number of national internet users increased dramatically from 143 million in 2017 to more than 171 million in 2018. This increase opens up great opportunities for banks to expand access

and service channels through mobile banking, internet banking, and integrated digital applications. Digitization not only streamlines operations but also extends services to areas that were historically difficult to reach. This is in line with the findings of Kuswandi et al. (2022) that digital transformation in banking has a positive impact on reducing transaction costs, strengthening digital security infrastructure, and improving overall service quality. Beyond its long-term strategic role, digital transformation functioned as a practical response during the Covid-19 pandemic. Limitations on movement and social activities accelerated the migration of users from various segments toward digital transaction channels. OJK reported that digital banking transaction values in Indonesia totaled IDR 5,098.6 trillion in 2020, underscoring the rapid and widespread adoption of digital technology.

However, amid this acceleration, challenges related to service quality have also emerged. YLKI (2021) noted a significant increase in customer complaints about digital banking services, which rose from 404 cases to 535 cases in one year, with the dominant issues related to account hacking and system reliability. This shows that technology without careful planning and implementation of services can create gaps in the customer experience. Customer loyalty in digital banking represents a strategic measure of long-term organizational success. Rather than being limited to repeat usage, loyalty also captures emotional bonds, including trust and enduring satisfaction with both the brand and its service offerings. Moosa and Kashiramka (2023) emphasize that Loyalty in the digital age is forged through an accumulation of favorable encounters, whether during app navigation, secure and swift transactions, or post-purchase support. This process unfolds within a touchless ecosystem, where consistency across digital touchpoints which driven by brand image, customer experience, and service quality becomes the foundation for lasting customer commitment.

Responding to the need for adaptive financial service solutions, Bank Mandiri launched the Kopra application as a form of digital innovation for corporate customers. Kopra is not only a transaction medium, but also a strategic platform for corporate financial management. Aulia et al. (2024) emphasize that Kopra offers important features such as multi-level authorization, transaction limit settings, real-time financial reporting, and a multi-layered security system through a combination of hard tokens and soft tokens. These features are designed to meet the needs of companies with complex organizational structures and high transaction volumes. Not only that, Kopra's financial system integration with the user's ERP shows how digital banking is now not just a "service provider" but a strategic partner in business financial decision-making.

The flexibility and scalability offered by Kopra are unique advantages. This application gives companies the freedom to customize transaction flows and internal financial controls according to their business needs. Putri and Akbar (2024) assert that Kopra's foremost advantage resides in its capacity to optimize operational efficiency and expedite transactions, thereby augmenting customer satisfaction. From a customer experience perspective, this is salient because a favorable digital interaction exerts a direct influence on loyalty. Ertemel et al. (2021) underscore that users' evaluations of a system's intuitiveness, dependability, and promptness critically shape their holistic appraisal of banking service quality. Moreover, Jahan and Shahria (2022) contend that clients who derive satisfaction from their digital engagement exhibit higher retention propensities and frequently act as advocates by endorsing the service to others.

Kopra's brand image is widely interpreted as a reflection of Bank Mandiri's modernization and technological maturity in addressing the needs of corporate customers. Evidence from Vikranof and Irmawati (2024) indicates that how a brand is perceived substantially shapes trust and loyalty. In digital environments where direct physical interaction is limited, brand image plays a decisive role in constructing impressions of professionalism, security, and reliability. Concurrently, the consistent delivery of high-caliber service continues to constitute a foundational pillar for nurturing customer loyalty. As emphasized by Diany (2025), service dimensions, including reliability, responsiveness, empathy, assurance, and tangible cues, substantively inform favorable evaluations of digital banking offerings. Furthermore, Haron et al. (2020) underscore the mediating function of customer satisfaction in reinforcing the interconnections among customer experience, brand image, and loyalty.

Nonetheless, a lacuna persists in the scholarly literature concerning the determinants of customer loyalty within the corporate digital banking domain. The majority of studies focus more on the retail segment, which has different behavioral characteristics, transaction volumes, and service expectations. In fact, the corporate segment is more complex, including in terms of organizational structure, transaction volume and value, and

the need for greater flexibility in authorization and security. Aulia et al. (2024) state that digital services for corporate customers cannot be equated with the retail model because these differences require a personalized approach and tailored service strategies. Therefore, understanding the mechanisms through which brand image, customer experience, and service quality drive satisfaction and loyalty in this segment is crucial from both a theoretical and practical standpoint. A dedicated investigation into how these factors shape satisfaction and loyalty among users of the Kopra application is therefore both urgent and warranted. This study not only fills notable voids in the academic literature but also furnishes Bank Mandiri with practical insights to inform digital marketing initiatives and enhance service adaptability. A nuanced comprehension of the determinants of Kopra user loyalty can provide banks with a foundation to bolster competitiveness, mitigate switching intentions, and cultivate enduring, mutually advantageous relationships with their corporate clientele.

2. LITERATURE REVIEW

2.1. Customer Experience

Kumar et al. (2023) assert that customer experience constitutes the cornerstone of competitive advantage within the digital banking sector. Through the implementation of electronic customer relationship management (E CRM), banks can map critical touchpoints and ensure that every moment of interaction provides added value to customers, thereby driving satisfaction and loyalty. Bashir et al. (2023) underscore that customer experience is shaped by long-term interactions between banks (both employees and digital systems) and customers. In the context of applications, the experience begins when customers download the application, register, explore features, and utilize services such as fund transfers, mobile credit purchases, or savings monitoring. Each stage must be designed intuitively to create a perception of ease and reliability.

2.2. Brand Image

Kotler et al. (2024) conceptualize brand image as the beliefs, ideas, and impressions people attach to an object, which in marketing denotes a company's offerings. This image is formed through a cumulative and long-term process involving brand communication, user encounters, and social factors, rather than through instantaneous perception. They also explain that brand image is reflected in consumers' perceptions when they first hear a slogan, see a logo, or recognize a particular brand symbol, which immediately evokes certain associations. Brand image involves two main aspects, namely cognitive (what consumers think about the brand) and emotional (what consumers feel about the brand). Therefore, building a brand image is not only about conveying a functional message, but also creating an emotional connection.

2.3. Service Quality

In the service sector, and especially within banking, the caliber of service operates as a pivotal determinant of both customer satisfaction and loyalty. The concept captures how far the services delivered by an organization correspond to, or exceed, what customers anticipate. According to Wattoo and Iqbal (2022), service quality is formed through customers' assessments of the alignment between their expectations and the actual service encountered. Consequently, the discrepancy between expected and perceived service becomes the core yardstick for judging quality. Alzaydi (2024) highlights that when performance surpasses expectations, customers develop favorable quality perceptions, which in turn foster satisfaction and support the formation of enduring loyalty. Conversely, if there is a discrepancy between expectations and reality, customers will view the service as low quality, which can reduce trust in the service provider.

2.4. Customer Satisfaction

According to Haron et al. (2020) customer satisfaction is the extent to which actual product or service experience matches or surpasses initial expectations. This implies that satisfaction depends on both the service delivered and the expectations held beforehand. Haron et al. (2020) contend that At its core, customer satisfaction is about the match between what customers expect and what they actually receive; satisfaction occurs when reality meets or exceeds those initial hopes. This conceptualization underscores that satisfaction arises not merely from the service itself, but is also shaped by anticipatory expectations formed before consumption. Furthermore, Moosa and Kashiramka (2023) define customer satisfaction as a condition in which customers feel satisfied with the product, service, or overall experience received. In the banking sector,

this includes satisfaction with the ease of transactions, clarity of information, system security, and speed of service.

2.5. Customer Loyalty

From a conceptual standpoint, customer loyalty encompasses two primary facets, namely attitudinal and behavioral loyalty. Attitudinal loyalty captures the customer's intention to stay with a brand, shaped by favorable evaluations and confidence in the service delivered. Meanwhile, behavioral loyalty is evident in customers' actual actions of repeatedly using products or services, such as making routine transactions, extending services, or opening additional financial products at the same bank (Roberts-Lombard & Petzer, 2025).

2.6. The Influence of Customer Experience on Customer Satisfaction

Customer experience constitutes a pivotal determinant in shaping satisfaction, particularly within digital banking services. Kumar et al. (2022) demonstrate that a positive customer experience characterized by speed, personalization, and operational efficiency heightens clients' perceptions of service quality and satisfaction. Similarly, Bashir et al. (2023) and Dağaşaner and Karaatmaca (2025) underscore that interactions perceived as pleasant, responsive, and secure exert a direct influence on satisfaction. Febrian et al. (2021) further note that the facets of customer experience, including accessibility, security, convenience, and emotional engagement, collectively augment perceived service value and foster greater satisfaction. Optimal customer experience management not only meets functional needs but also builds emotional attachment, which ultimately strengthens customer loyalty. This strategy is crucial in improving satisfaction sustainably in the digital banking sector.

2.7. The Influence of Brand Image on Customer Satisfaction

Through the perceptions and trust it creates around service quality, brand image plays a substantial role in determining customer satisfaction. Mario and Susanti (2022) and Araújo et al. (2023) show that a positive brand image increases customer confidence that services will meet or exceed expectations. Setyorini et al. (2023) and Chen and Lin (2015) emphasize that positive perceptions of a brand influence the evaluation of actual experiences and strengthen customer satisfaction. Beyond merely conveying reliability and excellence, a strong brand image contributes directly to higher customer satisfaction. It builds trust, reinforces perceived value, and serves as a foundational element for sustaining satisfaction across repeated interactions.

2.8. The Influence of Service Quality on Customer Satisfaction

Research affirms the pivotal role of service quality in shaping banking customer satisfaction. Alzaydi (2024) documents a strong link between the two, and Gonu et al. (2023) add that exceeding customer expectations through service delivery enhances the bank's overall image. Bashir et al. (2023) add that reliability, speed, security, and convenience of service greatly determine satisfaction, and Wattoo and Iqbal (2022) show that superior service quality boosts loyalty and cuts complaints. Reliable, customer-centric service builds satisfaction, and its benefits go further which creating not just short-term satisfaction but long-term relationships and loyalty.

2.9. The Influence of Customer Experience on Customer Loyalty

By fostering satisfaction and engendering trust, customer experience serves as a critical mechanism for fortifying customer loyalty. Kumar and Mokha (2021) found that positive experiences create emotional value, which increases loyalty. Zaid and Patwayati (2021) and Ertemel et al. (2021) confirm that satisfying interactions strengthen emotional bonds and reduce switching behavior to competitors. Manyanga et al. (2022) add that experience qualities such as service convenience, responsiveness, and consistent problem resolution increase customer loyalty. Positive customer experiences not only shape a favorable brand perception but also strengthen long-term relationships and customer retention, encouraging repeat purchases and word-of-mouth promotion.

2.10. The Influence of Brand Image on Customer Loyalty

A favorable brand image exerts a decisive influence on the consolidation of customer loyalty. Vikranof (2024) demonstrate that a robust brand image enhances trust and satisfaction, which in turn cultivates enduring loyalty. Masruroh and Dewi (2024) emphasize that positive perceptions of product quality and

brand consistency encourage long-term loyalty, while Saputri et al. (2024) and Istamarina and Heriyanti (2025) show that a good brand image reduces negative perceptions and increases retention, especially among the younger generation. A consistent, relevant, and positive brand image is key to sustaining loyalty. It affects loyalty directly and also through satisfaction, especially in digital services and banking.

2.11. The Influence of Service Quality on Customer Loyalty

The quality of service plays a decisive role in fostering customer loyalty within banking services. Diany (2025) show that consistent service quality increases customer engagement, as evidenced by repeat purchases, retention, and word-of-mouth promotion. Agarwal and Dhingra (2023) and Yum and Yoo (2023) emphasize that quality digital services increase loyalty through satisfaction mediation, including ease of application, transaction speed, and digital security. Fasiha et al. (2022) add that a pleasant service experience with fast processes, efficient complaint handling, and transparent information encourages customer loyalty. Exceptional service quality does not generate loyalty directly; rather, it operates indirectly by enhancing customer satisfaction. Banks need to manage functional, emotional, and digital aspects of service to build long-term loyalty amid competition and digital transformation.

2.12. The Influence of Customer Satisfaction on Customer Loyalty

Research underscores the critical role of customer satisfaction in fostering loyalty, especially in banking. According to Haron et al. (2020), high levels of satisfaction lead customers to remain loyal and continue engaging with services. Moosa and Kashiramka (2023) and Roberts-Lombard and Petzer (2025) emphasize that customer satisfaction creates lasting emotional connections, strengthens loyalty, and motivates recommendations to others. Jahan and Shahria (2022) add that in mobile banking services, young users' satisfaction significantly influences loyalty and digital advocacy. In this sense, sustained customer loyalty is grounded in the satisfaction customers experience over time, creating retention, repeat purchases, and word-of-mouth promotion, which ultimately supports the competitive advantage of financial institutions.

2.13. The Influence of Customer Experience on Customer Loyalty through Customer Satisfaction

Customer experience fosters customer loyalty not merely through its direct effects, but also indirectly by operating via customer satisfaction as an intervening mechanism. Udayana et al. (2022) show that positive experiences increase satisfaction, which then shapes loyal behaviors such as repeat use of services and recommendations. Pratama and Adriyanto (2023), Saputra and Parwati (2025) and Simanjuntak and Purba (2020) emphasize that ease of use, personalization, transaction speed, and friendly interactions with employees create a satisfying experience, which then increases loyalty. Thus, customer satisfaction becomes an important mediating pathway between customer experience and loyalty. Bank strategies in creating an optimal experience have a significant impact on retention, repeat purchases, and customer advocacy.

2.14. The Influence of Brand Image on Customer Loyalty through Customer Satisfaction

Brand image influences loyalty directly and indirectly via satisfaction. Imron and Ariyanti (2023) found that alignment with customer values and expectations increases satisfaction, which then strengthens loyalty. Marcellino and Evangelista (2024) underscore that favorable perceptions of digital brands elevate both satisfaction and e-loyalty, while Ruslim (2023) highlight the mediating role of customer satisfaction in this relationship. Mehta and Tariq (2020) further assert that perceived credibility, prestige, and service quality shape loyalty through the satisfaction conduit. Therefore, cultivating a consistent, relevant, and positive brand image constitutes a strategic imperative for nurturing customer loyalty via satisfaction. Beyond creating an initial favorable impression, a robust brand image reinforces long-term retention and sustained loyalty.

2.15. The Influence of Service Quality on Customer Loyalty through Customer Satisfaction

Service quality indirectly shapes loyalty by enhancing satisfaction. Susanti et al. (2023) show that service improvements boost satisfaction, fostering loyalty. Bilal and Achmad (2023) note that expectation-meeting services strengthen commitment. Yum and Yoo (2023) highlight convenience, design, security, and privacy as drivers of satisfaction and loyalty. Mugova et al. (2025) add that consistent multi-channel service quality encourages repeat use and referrals. Thus, improving service quality is key to long-term loyalty via satisfaction. Banks must manage functional, emotional, and digital service aspects to ensure satisfaction and retention.

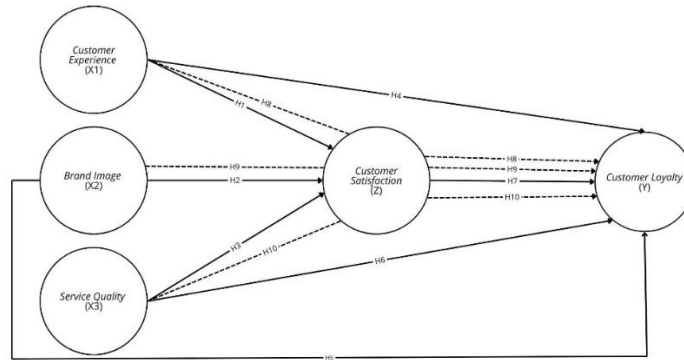


Figure 1. Conceptual Framework

- H1:** The Effect of Customer Experience on Customer Satisfaction
- H2:** The Effect of Brand Image on Customer Satisfaction
- H3:** The Effect of Service Quality on Customer Satisfaction
- H4:** The Effect of Customer Experience on Customer Loyalty
- H5:** The Effect of Brand Image on Customer Loyalty
- H6:** The Effect of Service Quality on Customer Loyalty
- H7:** The Effect of Customer Satisfaction on Customer Loyalty
- H8:** The Effect of Customer Experience on Customer Loyalty through Customer Satisfaction
- H9:** The Effect of Brand Image on Customer Loyalty through Customer Satisfaction
- H10:** The Effect of Service Quality on Customer Loyalty through Customer Satisfaction

3. RESEARCH METHODS

3.1. Population and Sample

In this study, the population was determined based on specific criteria, namely Bank Mandiri customers who use Livin services and have been actively transacting for at least three months. The study focused on customers who reside or are registered at the Bank Mandiri Jakarta Imam Bonjol branch, to ensure the suitability of the location context and the relevance of the user experience to the variables being studied. The results show that 96 individuals, or approximately 100 respondents, were studied. The sampling technique based on specific criteria, namely non-probability sampling using purposive sampling methodology, was the strategy used for this sample.

3.2. Instrument Development

Guided by the conceptual framework, this study examines predefined constructs. Customer Experience (X1) is the main independent variable, hypothesized to affect Customer Loyalty (Y) directly and via the mediator. Brand Image (X2) and Service Quality (X3) are additional independent variables expected to influence both satisfaction and loyalty. Customer Satisfaction (Z) mediates the relationships between the three independent variables and loyalty, translating consumer evaluations into loyalty outcomes. Customer Loyalty (Y) is the dependent variable, reflecting the result of consumers' experiences, perceptions, and satisfaction. It is the model's focal point, indicating customer retention success. Indicators for each variable are tailored to the Kopra Bank Mandiri app context, covering user experience, brand strength, service quality, overall satisfaction, and loyalty (continued use and recommendation).

3.3. Data Collection Techniques

Sugiyono (2011) explains that a questionnaire is a method for gathering data, comprising written questions or statements designed for respondents to provide their answers. In this method, researchers ask respondents to write down their responses to a series of predetermined questions. Bank Mandiri Kopra customers at the Imam Bonjol branch in Jakarta will be sent a survey. Questionnaires are used as a tool in this study. As stated by Sugiyono (2011), the Likert scale is used in this research questionnaire. To measure respondents' feelings about certain social issues, the researcher uses the Likert scale.

3.4. Data Analysis Techniques

This research employed the SEM-PLS technique, with data processing conducted using SmartPLS 3.2.9. The analysis began with an assessment of the outer model to ensure that the measurement indicators met validity and reliability requirements. The inner model was then tested to evaluate the development of a conceptually and theoretically grounded structural framework describing the relationships between exogenous and endogenous constructs. Model performance was evaluated using R-square and Goodness of Fit (GOF) criteria. Mediation was examined by comparing the strength of direct and indirect effects, allowing the analysis to distinguish between direct-effect pathways and indirect-effect pathways.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Respondent Data Description

The number of respondents participating in this study was 100, so that all data could be analyzed proportionally.

Table 1. Respondent Characteristics

	Characteristics	Frequency	Percentage
Gender	Male	59	59.00%
	Female	41	41.00%
	Total	100	100%
Latest Education	Diploma	24	24.00%
	Bachelor's Degree	57	57.00%
	Postgraduate Degree	19	19.00%
	Total	100	100%
Age	18–25 years old	5	5.00%
	26–35 years old	43	43.00%
	36–45 years old	34	34.00%
	46–55 years old	17	17.00%
	>55 years old	1	1.00%
	Total	100	100%
Job Status	Employees	81	81.00%
	Entrepreneurs	19	19.00%
	Total	100	100%
Marital Status	Not married	30	30.00%
	Divorced	8	8.00%
	Married	60	60.00%
	Spouse deceased	2	2.00%
Total		100	100%

Source: Data processed by researchers (2025)

Table 1 shows that most respondents were male (59%) and held a bachelor's degree (57%), followed by diploma holders (24%) and postgraduate degree holders (19%), reflecting a generally well-educated sample with a solid understanding of digital banking services. In terms of age, most respondents were in the 26–45 age range (77%), reflecting productive users who are active in business activities and corporate financial management. Most respondents were employees (81%) and married (60%), indicating greater economic stability and financial responsibility. Overall, these user characteristics which professionals in corporate finance confirm that the data are relevant and representative for the research aims.

4.1.2. Data Analysis

The initial (first-order) evaluation showed that all indicators were retained, as their factor loadings were above the 0.7 threshold, indicating that the measurement criteria were met. The analysis subsequently moved to the algorithm stage. Convergent and discriminant validity were examined by referring to construct reliability, as reflected in the composite reliability values. Composite reliability values above 0.6 indicate that

a construct is reliable, as established by Hair et al. (2011). Within the PLS framework, this metric assesses the internal consistency of reflective indicators. A summary of the SmartPLS outer model assessment is provided in the following table 2.

Table 2. Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Brand Image	0.961	0.962	0.967	0.764
Customer Experience	0.969	0.970	0.973	0.802
Customer Loyalty	0.969	0.970	0.974	0.803
Customer Satisfaction	0.963	0.963	0.968	0.771
Service Quality	0.963	0.963	0.968	0.771

Source: Data processed by researchers (2025)

Evidence of strong internal consistency across all constructs is presented in Table 2: Cronbach's Alpha values are above 0.7, Composite Reliability exceeds 0.6, and all AVE estimates are greater than 0.5. These findings confirm that each construct extracts sufficient variance from its indicators, indicating that the measurement model fulfills reliability and convergent validity requirements. Table 3 then reports the discriminant validity results for the four constructs.

Table 3. Fornell-Larcker Criterion

Construct	Brand Image	Customer Experience	Customer Loyalty	Customer Satisfaction	Service Quality
Brand Image	0.874				
Customer Experience	0.976	0.896			
Customer Loyalty	0.955	0.956	0.896		
Customer Satisfaction	0.980	0.978	0.950	0.878	
Service Quality	0.976	0.980	0.951	0.983	0.878

Source: Data processed by researchers (2025)

As shown in Table 3, the Fornell-Larcker criterion values for all variables surpass the 0.7 benchmark, confirming discriminant validity. The multicollinearity statistics are provided in the table below 4.

Table 4. Collinearity Statistic

Construct	Brand Image	Customer Experience	Customer Loyalty	Customer Satisfaction	Service Quality
Brand Image			1	1	
Customer Experience			1	1	
Customer Loyalty					
Customer Satisfaction			1		
Service Quality			1	1	

Source: Data processed by researchers (2025)

Table 4 reveals that all inner VIF values are between 0 and 5, confirming that multicollinearity is not a concern in this study.

Table 5. R Square Calculation

Endogenous Construct	R Square	R Square Adjusted
Customer Loyalty	0.926	0.923
Customer Satisfaction	0.977	0.976

Source: Data processed by researchers (2025)

Table 5 demonstrates the strong explanatory power of the structural models. In the first model, with customer loyalty as the endogenous construct, the R² value of 0.926 indicates that 92.6% of the variance in loyalty is explained by the predictors included in the model, with the remainder attributable to variables not considered. In the second model, where customer satisfaction is the endogenous construct, an R² of 0.977 shows that 97.7% of the variance is accounted for by the independent constructs. Moreover, as shown in the following figure, the model fit and structural relationships were evaluated. The inner model's path coefficients were estimated, and their statistical significance was tested using t-statistics generated through bootstrapping. The results of this resampling approach appear in the figure below 2.

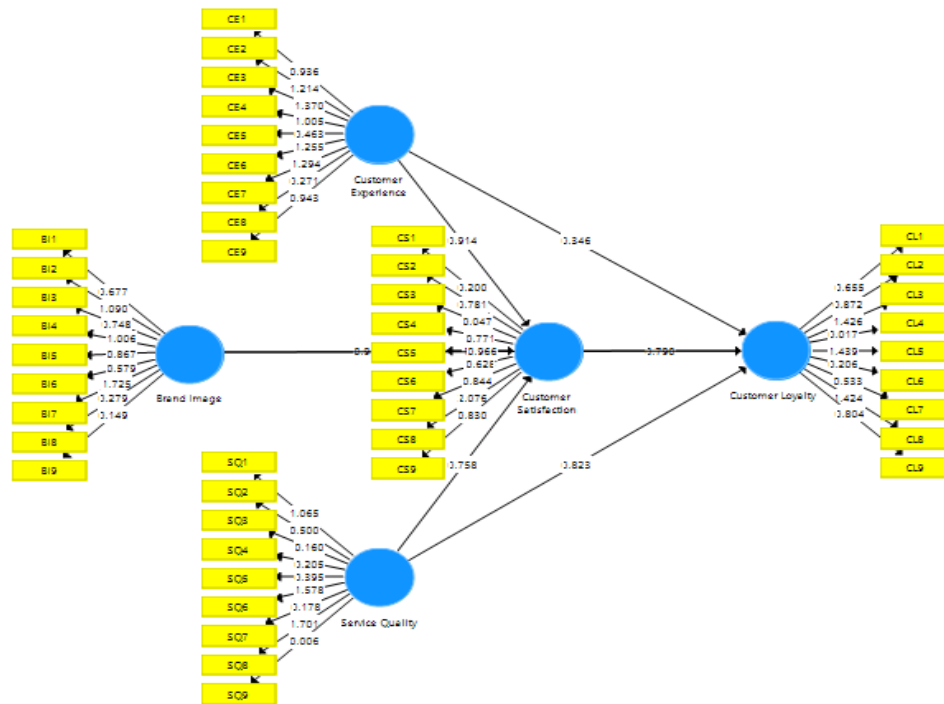


Figure 2. Structural Model (Inner Model)

Table 6 below provides a comprehensive summary of the analysis, illustrating how the independent variables impact the dependent variables.

Table 6. Path Coefficient

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Brand Image → Customer Loyalty	0.387	0.392	0.134	2.877	0.004
Brand Image → Customer Satisfaction	0.370	0.378	0.076	4.892	0.000
Customer Experience → Customer Loyalty	0.409	0.401	0.162	2.525	0.012
Customer Experience → Customer Satisfaction	0.178	0.175	0.096	1.846	0.065
Customer Satisfaction → Customer Loyalty	0.049	0.028	0.197	0.247	0.805
Service Quality → Customer Loyalty	0.124	0.148	0.199	0.626	0.532
Service Quality → Customer Satisfaction	0.447	0.443	0.083	5.410	0.000

Source: Data processed by researchers (2025)

The structural path analysis yields a nuanced picture. Brand Image and Customer Experience both significantly enhance Customer Loyalty. Brand Image and Service Quality, in turn, significantly boost Customer Satisfaction. Yet, Customer Experience shows no significant link to Satisfaction, and neither Satisfaction nor Service Quality significantly predicts Loyalty, despite positive trends. This suggests that in corporate digital banking, loyalty hinges mainly on brand perception and hands-on experience, while satisfaction and service quality though valuable, are not yet decisive for retaining customers. See Table 7 for indirect effects.

Table 7. Specific Indirect Effect

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Brand Image → Customer Satisfaction → Customer Loyalty	0.018	0.009	0.075	0.240	0.810
Customer Experience → Customer Satisfaction → Customer Loyalty	0.009	0.007	0.041	0.214	0.831
Service Quality → Customer Satisfaction → Customer Loyalty	0.022	0.012	0.089	0.245	0.807

Source: Data processed by researchers (2025)

Mediation testing confirms that Customer Satisfaction is not a significant conduit for the influence of Brand Image, Customer Experience, or Service Quality on Customer Loyalty. Despite positive directional signs, none of the indirect effects reach statistical significance, suggesting that satisfaction does not meaningfully mediate loyalty formation for Kopra Bank Mandiri users. Table 8 below provides the total effect estimates.

Table 8. Total Effect

Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Brand Image → Customer Loyalty	0.405	0.401	0.125	3.249	0.001
Brand Image → Customer Satisfaction	0.370	0.378	0.076	4.892	0.000
Customer Experience → Customer Loyalty	0.418	0.408	0.158	2.641	0.009
Customer Experience → Customer Satisfaction	0.178	0.175	0.096	1.846	0.065
Customer Satisfaction → Customer Loyalty	0.049	0.028	0.197	0.247	0.805
Service Quality → Customer Loyalty	0.146	0.160	0.159	0.921	0.357
Service Quality → Customer Satisfaction	0.447	0.443	0.083	5.410	0.000

Source: Data processed by researchers (2025)

A clear pattern emerges from the analysis of total effects: Brand Image and Service Quality serve as the key drivers of Customer Satisfaction, while Brand Image and Customer Experience drive Customer Loyalty. Conversely, Customer Experience shows no significant relationship with satisfaction, and neither satisfaction nor service quality significantly influences loyalty. These findings indicate that in the corporate digital banking context, loyalty is shaped primarily by how the brand is perceived and the direct experiences of users, rather than by satisfaction or service quality independently.

4.2. Discussion

Based on the hypothesis testing results outlined above, the findings can be summarized in the table 9 below:

Table 9. Summary of Hypothesis Test Results

Hypothesis	Conclusion
H1: The Effect of Customer Experience on Customer Satisfaction	Not proven
H2: The Effect of Brand Image on Customer Satisfaction	Accepted
H3: The Effect of Service Quality on Customer Satisfaction	Accepted
H4: The Effect of Customer Experience on Customer Loyalty	Accepted
H5: The Effect of Brand Image on Customer Loyalty	Accepted
H6: The Effect of Service Quality on Customer Loyalty	Not proven
H7: The Effect of Customer Satisfaction on Customer Loyalty	Not proven
H8: The Effect of Customer Experience on Customer Loyalty through Customer Satisfaction	Not proven
H9: The Effect of Brand Image on Customer Loyalty through Customer Satisfaction	Not proven
H10: The Effect of Service Quality on Customer Loyalty through Customer Satisfaction	Not proven

Source: Data processed by researchers (2025)

4.2.1. The Influence of Customer Experience on Customer Satisfaction

Defined broadly, customer experience is the cumulative perception customers form from their encounters with a product or service across all stages of interaction. In digital banking specifically, this includes ease of app navigation, straightforward transaction processes, reliable system performance, and the overall visual and emotional comfort during use. Such positive experiences are theoretically linked to higher satisfaction, as they indicate that expectations have been fulfilled or exceeded. Evidence supporting this hypothesis is provided by prior research demonstrating a significant link between customer experience and customer satisfaction. According to Zaid and Patwayati (2021), a positive customer experience in digital banking services enhances satisfaction, as customers perceive the added value of the services they receive. Wu et al. (2024) also emphasize that the quality of the digital application user experience plays an important role in shaping customer satisfaction, especially in technology-based services.

The hypothesized effect of Customer Experience on Customer Satisfaction was not confirmed. Despite a positive coefficient (0.178), the relationship is non-significant, with a t-value of 1.846 (< 1.96) and a p-value of 0.065 (> 0.05). Hence, H1 is rejected. The finding implies that user experience with the Kopra Bank Mandiri application, while present, does not exert a strong enough impact to translate into higher satisfaction. This may be attributed to the user profile of Kopra, which is largely composed of corporate customers. Corporate customers tend to emphasize functional aspects such as system reliability, transaction security, and service stability rather than the emotional or aesthetic experience of using the application.

Furthermore, in the context of corporate banking services, the experience of using the application is often considered an operational standard that must be available, rather than a key differentiating factor. Therefore, even though the customer experience is considered quite good, it does not necessarily increase satisfaction if it is not accompanied by core service quality that truly meets the business needs of customers. Taken together, the results suggest that customer experience has not yet become a key determinant of satisfaction among Kopra Bank Mandiri users. This insight enriches the existing body of knowledge by showing that the customer experience–satisfaction relationship is context-dependent, varying with user profiles and the characteristics of the service provided.

4.2.2. The Influence of Brand Image on Customer Satisfaction

At its core, brand image encompasses the perceptions, beliefs, and lasting impressions customers hold about a brand. This concept is particularly critical in digital banking, where services are intangible and perceived risks are high. Here, a strong brand image acts as a proxy for trust, reassuring customers and shaping their expectations. The hypothesis tested in this study posits that a positive brand image leads customers to anticipate higher service quality, resulting in greater satisfaction when they actually use the service. Empirical support for this reasoning comes from Andreani et al. (2012) who demonstrated that a strong brand image enhances satisfaction by building confidence in service quality. Triputra et al. (2023) further substantiate this, showing that brand image significantly affects satisfaction in digital service contexts.

The analysis demonstrates a robust positive effect of Brand Image on Customer Satisfaction. The original sample estimate of 0.370 confirms the relationship's direction, while the t-value of 4.892 (>1.96) and p-value of 0.000 (<0.05) establish its statistical significance. These results provide empirical support for hypothesis H2. These findings indicate that Bank Mandiri's image as a large, stable, and trusted national bank can increase the satisfaction of Kopra app users. Corporate customers tend to be highly cautious in choosing banking services, so brand image is an important factor in creating a sense of security and confidence that the services used are of reliable quality.

A strong brand image also communicates Bank Mandiri's reliability in providing innovative digital solutions and professional service. For Kopra users, this reinforces the sense that they have made the right choice, boosting their satisfaction. These results thus echo earlier studies that highlight brand image as a key driver of satisfaction in corporate digital banking. Importantly, they also validate that Bank Mandiri's investment in brand-building translates into real gains in user satisfaction.

4.2.3. The Influence of Service Quality on Customer Satisfaction

Defined broadly, service quality captures how well a delivered service measures up to customers' standards of excellence. In digital banking, this assessment hinges on practical elements such as platform stability, transaction efficiency, data protection, support responsiveness, and the system's ability to prevent failed transactions. Superior service quality tends to foster customer satisfaction, as users feel that the digital services align with their requirements and usage expectations. This proposition is consistent with prior research suggesting that service quality acts as a positive driver of customer satisfaction. Parasuraman et al. (1988), through the SERVQUAL model, highlight that superior service quality enhances perceived value and satisfaction. Supporting this view, Ladhari et al. (2022) show that digital service quality significantly influences satisfaction among banking customers.

The analysis further indicates that Service Quality exerts a significant positive effect on Customer Satisfaction. The original sample estimate of 0.447 reflects a strong impact, while the t-value of 5.410 (>1.96) and p-value of 0.000 (<0.05) confirm its statistical significance. Thus, hypothesis H3 is empirically supported. These results highlight that the Kopra Bank Mandiri application delivers a level of service that aligns well with corporate customer expectations. Factors such as system reliability, secure transactions, and ease of handling large-scale business operations are primary drivers of satisfaction. Within corporate banking, service quality functions not only as a support element but also as a core factor shaping customer satisfaction.

In addition, corporate customers tend to have a low tolerance for service disruptions or system errors. Therefore, consistent and reliable service quality is a crucial factor in shaping satisfaction. The results of this study indicate that Bank Mandiri has succeeded in maintaining the quality of Kopra's services as a professional and reliable corporate digital banking platform. In summary, the results underline that service quality is a major factor influencing customer satisfaction, echoing prior research in digital banking contexts. This emphasizes that Bank Mandiri must maintain a focus on continuous improvement of its service quality to ensure that Kopra users remain satisfied and engaged.

4.2.4. The Influence of Customer Experience on Customer Loyalty

Customer loyalty fundamentally represents a customer's dedication to repeatedly use a product or service and to recommend it to others. In the digital banking context, loyalty extends beyond mere repeat transactions to encompass an enduring relationship with the bank, even when competing options are available. Among the factors theorized to shape loyalty is customer experience such as the totality of interactions customers have with services, encompassing ease of use, convenience, and the emotional responses evoked during application usage. A positive experience is thought to foster an emotional connection between customers and service providers, thereby promoting loyalty. This aligns with Lemon and Verhoef (2016), who argue that a consistent and satisfying customer experience enhances long-term loyalty.

Nonetheless, the findings of this study indicate that Customer Experience does not significantly affect Customer Loyalty. The original sample estimate of 0.112 suggests a positive relationship, but it is not statistically significant, as evidenced by a t-value of 1.120 (<1.96) and a p-value of 0.263 (>0.05). Consequently, hypothesis H4 is not empirically supported. These findings indicate that the experience of using the Kopra Bank Mandiri application has not become a major factor in shaping corporate customer loyalty. Corporate customers tend to consider functional and strategic factors, such as system stability, transaction security, and

the suitability of services to business needs, rather than the emotional experience or convenience of the application interface.

In addition, loyalty in the context of corporate banking is often contractual and based on long-term business needs. This means that customer loyalty is not easily influenced by the experience of using the application alone. Even if the customer experience is perceived as quite good, this does not necessarily encourage customers to increase their level of loyalty. These findings reveal that customer experience does not constitute the main determinant of customer loyalty among users of the Kopra Bank Mandiri application. From a theoretical perspective, the study shows that the relationship between experience and loyalty may be contingent upon the specific characteristics of customer segments, with notable differences between corporate and retail clients.

4.2.5. The Influence of Brand Image on Customer Loyalty

Brand image represents the overall perception customers hold of a brand, shaped by their experiences, communications, and the company's reputation. In the banking sector, particularly digital banking, brand image assumes a strategic role as it is closely linked to customer trust and perceived security. A strong brand image is believed to foster confidence, encouraging customers to maintain long-term relationships with the bank. Theoretically, a favorable brand image can promote customer loyalty by assuring customers of the consistent and reliable quality of services. Aaker (1997) emphasizes that brand image constitutes a valuable asset capable of enhancing loyalty, while recent research by Mario and Susanti et al. (2022) confirms its significant influence on customer loyalty in digital banking contexts.

However, the analysis in this study reveals that Brand Image does not have a statistically significant effect on Customer Loyalty. The original sample coefficient of 0.065 suggests a positive relationship, but the effect is not significant, as indicated by a t-value of 0.723 (<1.96) and a p-value of 0.470 (>0.05). As a result, hypothesis H5 is not supported. This outcome suggests that, despite Bank Mandiri's strong and reputable brand image, such perceptions alone are insufficient to directly cultivate loyalty among Kopra application users. Corporate clients typically adopt a rational, utility-driven approach to loyalty, prioritizing tangible and functional criteria, such as service alignment with business operations, efficiency, and system reliability, over brand reputation.

Additionally, loyalty in the corporate segment is often mediated by structural considerations, including contractual obligations, seamless integration of banking services with company processes, and the high costs associated with switching providers. These factors diminish the relative influence of brand image as a primary driver of loyalty. Consequently, in the context of corporate digital banking, brand image does not serve as a direct determinant of customer loyalty. Theoretically, this finding expands the literature by highlighting that the impact of brand image on loyalty is contingent upon customer segment characteristics and the specific nature of the services rendered.

4.2.6. The Influence of Service Quality on Customer Loyalty

Service quality refers to a customer's assessment of how well a service meets or exceeds their expectations. In digital banking, this includes system reliability, transaction security, speed of service, and the bank's responsiveness to problems. High service quality is thought to foster satisfaction and trust, which could lead to loyalty. In theory, consistent service quality should boost loyalty because customers feel their needs are reliably met. Zeithaml et al. (1996) highlight service quality as a key driver of loyalty, and Kaura et al. (2015) also found it significantly affects loyalty in banking.

However, the analysis shows that Service Quality does not significantly affect Customer Loyalty. The original sample coefficient of 0.091 indicates a positive trend, but it is not statistically meaningful ($t = 1.046 < 1.96$; $p = 0.296 > 0.05$), so hypothesis H6 is not supported. These results suggest that while Kopra Bank Mandiri's service quality is rated positively, it alone does not create loyalty. In corporate digital banking, service quality is often seen as a basic expectation, a hygiene factor, rather than a differentiator. Corporate clients tend to treat it as a minimum requirement; even excellent service does not increase loyalty unless paired with strategic advantages such as cost efficiency, system integration, or long-term value.

Thus, the study shows that Service Quality is not a direct driver of Customer Loyalty for Kopra Bank Mandiri users, highlighting that loyalty in corporate digital banking depends on multiple strategic factors beyond service quality.

4.2.7. The Influence of Customer Satisfaction on Customer Loyalty

The concept of satisfaction hinges on how well a product or service measures up to what customers initially expected. This perceived alignment is theorized to be a key mechanism behind loyalty which contented customers are more prone to return, stay engaged over time, and spread positive word-of-mouth. Prior research has consistently treated satisfaction as both a direct influence on loyalty and an intermediary through which other factors operate. Oliver (1999) underscores satisfaction as an essential milestone in the journey toward loyalty, and Kotler and Keller (2016) affirm that satisfaction and loyalty are closely intertwined.

The hypothesized link between customer satisfaction and loyalty was not confirmed. Although the coefficient is positive (0.058), the effect is non-significant ($t = 0.620 < 1.96$; $p = 0.535 > 0.05$), leading to the rejection of H7. This indicates that satisfaction, while present among Kopra users, does not directly translate into loyalty. In corporate digital banking, loyalty appears to hinge more on structural factors such as cooperation contracts, enduring business needs, and system integration with company operations than on satisfaction alone.

In addition, corporate customers tend to be rational in their decision-making and have strong business ties with banks. This causes satisfaction to be viewed more as an expected condition rather than a factor that creates emotional commitment or long-term loyalty. Consequently, the findings indicate that customer satisfaction has not yet emerged as the principal catalyst for loyalty in corporate digital banking. From a theoretical standpoint, this insight enriches the literature by showing that the satisfaction–loyalty nexus may differ across customer segments, with corporate clients displaying loyalty behaviors that diverge from those of retail users.

4.2.8. The Influence of Customer Experience on Customer Loyalty through Customer Satisfaction

The present hypothesis investigates the mediating role of Customer Satisfaction in the Customer Experience–Customer Loyalty pathway. The underlying logic is straightforward: positive experiences should boost satisfaction, and that satisfaction should, in turn, cultivate loyalty. This sequential chain is a cornerstone of service marketing theory, with satisfaction acting as the critical bridge between experiential perceptions and long-term loyalty. Supporting evidence comes from Lemon and Verhoef (2016), who emphasize that satisfaction is the mechanism through which experience translates into loyalty, and from Rather et al. (2022) who confirm satisfaction's significant mediating effect in diverse digital service settings.

The analysis of indirect effects shows that Customer Experience does not impact Customer Loyalty via Customer Satisfaction. With a coefficient of just 0.009, a t -value of 0.214 (< 1.96), and a p -value of 0.831 (> 0.05), the mediated path is clearly non-significant. Thus, Customer Satisfaction does not mediate the experience–loyalty relationship. This aligns with the direct effect findings: experience fails to predict satisfaction (H1), and satisfaction fails to predict loyalty (H7). The mediation pathway therefore lacks the required statistical support.

In the corporate digital banking context, using the application is often seen as a routine operational activity. While the experience may be satisfactory, it is insufficient to meaningfully enhance either satisfaction or loyalty. Loyalty among corporate clients is instead primarily driven by strategic considerations and long-term business needs rather than experiential or emotional factors associated with the application. Overall, results show no significant indirect effect of Experience on Loyalty through Satisfaction. Theoretically, this contributes by demonstrating that satisfaction's mediating role is context-dependent and may not hold in corporate digital banking.

4.2.9. The Effect of Brand Image on Customer Loyalty through Customer Satisfaction

This hypothesis investigates the potential mediating function of Customer Satisfaction in the relationship between Brand Image and Customer Loyalty. Theoretically, a strong brand image is expected to bolster satisfaction by instilling trust and confidence in the reliability of services, which, in turn, is presumed to enhance customer loyalty. Such a framework is frequently applied in service marketing research, particularly within the banking and digital services sectors. Several previous studies support this mediating relationship. Andreani et al. (2021) state that a strong brand image can increase customer satisfaction, which in turn affects loyalty. Another study by Pranata and Pramudana (2018) also found that customer satisfaction acts as a mediator in the relationship between brand image and customer loyalty in digital banking services.

The analysis of indirect effects shows that Brand Image does not impact Customer Loyalty via Customer Satisfaction. The coefficient is minimal (0.018), and the bootstrap results ($t = 0.240 < 1.96$; $p = 0.810 > 0.05$) confirm non-significance. Thus, although Brand Image drives Satisfaction (H2), this satisfaction does not translate into Loyalty which consistent with H7, where Satisfaction \rightarrow Loyalty was non-significant. The mediation pathway therefore lacks statistical support.

In the context of corporate digital banking, Bank Mandiri's strong brand image functions more as an initial trust factor in service usage, but does not directly shape long-term loyalty through satisfaction. Corporate customer loyalty is more influenced by structural factors such as business needs, cooperation contracts, and the integration of banking services with company operational systems. Thus, the results of this study indicate that Customer Satisfaction is unable to mediate the influence of Brand Image on Customer Loyalty. This finding contributes theoretically by showing that although brand image is important in shaping satisfaction, its role as an antecedent of loyalty through satisfaction is not always significant in the context of corporate digital banking services.

4.2.10. The Effect of Service Quality on Customer Loyalty through Customer Satisfaction

The present hypothesis examines the mediating role of Customer Satisfaction in the Service Quality–Customer Loyalty pathway. The underlying logic is that better service quality leads to higher satisfaction, and that satisfaction, in turn, cultivates loyalty. This sequential mechanism is a cornerstone of service marketing theory, especially in digital banking. Foundational research by Parasuraman et al. (1988) positioned service quality as an antecedent of satisfaction, while Caruana (2002) later confirmed satisfaction's mediating role between quality and loyalty. Thus, theory predicts an indirect effect of service quality on loyalty via satisfaction.

However, the indirect effect analysis indicates that Service Quality does not significantly affect Customer Loyalty via Customer Satisfaction. The original sample coefficient of 0.022 points to a minimal positive effect, and the bootstrap results ($t = 0.245 < 1.96$; $p = 0.807 > 0.05$) confirm that the relationship is not statistically significant. These findings imply that, although Service Quality significantly impacts Customer Satisfaction (H3), the resulting satisfaction is insufficient to translate into Customer Loyalty. This aligns with prior direct effect tests showing that Customer Satisfaction does not significantly influence Customer Loyalty (H7), meaning the mediation pathway lacks statistical support.

The findings suggest that in corporate digital banking, service quality functions more as a fundamental requirement than as a driver of differentiation. Although it can contribute to satisfaction, this alone does not translate into enduring loyalty. Instead, corporate clients appear to anchor their loyalty in deeper strategic considerations such as operational efficiency, alignment with business needs, and the durability of partnerships. This helps explain why Customer Satisfaction does not serve as a mediator between Service Quality and Loyalty in this study. Theoretically, this contributes to the literature by underscoring that satisfaction's mediating function is shaped by context and may not hold in corporate digital banking environments.

5. CONCLUSIONS

The findings reveal that among Kopra Bank Mandiri application users, customer satisfaction is significantly influenced by Brand Image and Service Quality, while Customer Experience does not play a significant role. However, although Brand Image and Service Quality contribute to satisfaction, this satisfaction neither directly fosters Customer Loyalty nor serves as a mediator in the relationships between Customer Experience, Brand Image, or Service Quality and loyalty. These results imply that in the corporate digital banking context, loyalty is shaped more by structural and strategic considerations than by user satisfaction or experiential factors alone.

Theoretically, these findings confirm the importance of Brand Image and Service Quality as antecedents of Customer Satisfaction, while challenging the classic assumption that satisfaction always drives loyalty. Practically, Bank Mandiri needs to strengthen its brand image, maintain service quality, and develop loyalty strategies based on business value, such as integrating Kopra with corporate financial management systems, implementing technical switching barriers like data migration assistance and customized dashboard configurations, offering bundled ecosystem services including tax reporting and supply chain financing, and

establishing long-term corporate relationship contracts with preferential pricing structures. This study is limited to Kopra users and certain variables, so suggestions for further research include adding other variables such as trust or switching costs, as well as using qualitative or mixed methods to understand customer loyalty more deeply.

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