



## Driving Customer Loyalty in Digital Banking: The Strategic Role of Digital Marketing, Service Quality, and Customer Experience

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### ABSTRACT

*The rapid development of digital technology has significantly transformed the banking industry, compelling banks to adopt integrated digital marketing strategies to remain competitive and enhance customer relationships. This study aims to examine the influence of digital marketing strategy on customer loyalty in the banking industry by incorporating digital service quality, customer experience, and customer satisfaction into a comprehensive structural model. A quantitative research design was employed using a cross-sectional survey of 250 digital banking users who had actively utilized mobile or internet banking services for at least six months. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS).*

*The results indicate that digital marketing strategy has a significant positive effect on digital service quality and customer experience. Digital service quality significantly influences customer satisfaction and customer loyalty, while customer satisfaction and customer experience both positively affect customer loyalty. Furthermore, mediation analysis reveals that customer satisfaction partially mediates the relationship between digital service quality and customer loyalty, and customer experience partially mediates the relationship between digital marketing strategy and customer loyalty. The model demonstrates substantial explanatory power, with digital marketing-related constructs explaining a significant proportion of variance in customer loyalty.*

*The findings suggest that digital marketing strategy functions not merely as a promotional tool but as an integrated system that enhances service performance, personalization, and customer engagement. By effectively managing digital touchpoints, CRM systems, and service quality dimensions, banks can strengthen customer satisfaction and foster long-term loyalty. This study contributes to the literature by extending traditional service quality and satisfaction–loyalty frameworks into the digital banking context and offers practical implications for banks seeking sustainable competitive advantage in the era of digital transformation.*

**Keywords:** Digital marketing strategy, digital service quality, customer experience, customer satisfaction, customer loyalty, banking industry

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## 1. INTRODUCTION

The rapid advancement of digital technology has fundamentally transformed the banking industry worldwide. Increasing internet penetration, widespread smartphone adoption, and shifting consumer behavior have compelled banks to redesign their marketing strategies and service delivery systems. Traditional marketing approaches are no longer sufficient to maintain competitiveness in an era where customers expect seamless, personalized, and technology-driven interactions. Consequently, digital marketing strategies have emerged as a critical instrument for banks to attract, engage, and retain customers in a highly competitive environment.

Digital marketing in the banking sector extends beyond social media promotion or online advertising. It encompasses integrated customer experience management, personalized content, mobile banking platforms, data-driven customer relationship management (CRM), and the strategic orchestration of customer journeys across multiple digital touchpoints (Lemon & Verhoef, 2016; Verhoef et al., 2010). Banks increasingly rely on digital platforms to enhance engagement, strengthen brand relationships, and foster long-term loyalty. In this context, customer loyalty is not merely reflected in repeat transactions but also in advocacy, trust, and emotional attachment to the bank.

Service quality in digital environments plays a central role in shaping customer satisfaction and loyalty. The SERVQUAL model developed by Parasuraman et al. (1988) provides a foundational framework for measuring perceived service quality, which remains relevant in digital banking contexts. Empirical research indicates that internet banking service quality significantly influences e-customer satisfaction and subsequently e-customer loyalty (Amin, 2016). Similarly, service quality, trust, and satisfaction have been found to be strong predictors of loyalty in digital banking environments (Kim et al., 2020). These findings highlight the importance of reliable systems, security assurance, responsiveness, and user-friendly interfaces in maintaining customer commitment.

Moreover, customer experience across the entire digital journey significantly determines loyalty formation. Lemon and Verhoef (2016) emphasize that customer experience is shaped by interactions throughout pre-purchase, purchase, and post-purchase stages. In digital banking, mobile applications, online customer support, chatbots, and social media interactions collectively influence customer perceptions. A positive online customer experience enhances satisfaction and strengthens loyalty intentions (Maskur, 2025; Yusdasani, 2025). Therefore, digital marketing strategies must be designed holistically to ensure consistency across touchpoints.

Customer relationship management (CRM) also plays a pivotal role in strengthening loyalty. Reinartz et al. (2004) argue that effective CRM processes significantly impact customer retention and organizational performance. In the digital era, CRM systems enable banks to analyze customer data, personalize communication, and deliver targeted offerings, thereby increasing perceived value and long-term relationships. Furthermore, customer engagement has emerged as a strategic perspective in managing loyalty, emphasizing interactive and co-creative relationships between banks and customers (Verhoef et al., 2010).

Despite extensive research on service quality and satisfaction in banking, there remains a need to comprehensively examine how digital marketing strategies collectively influence customer loyalty within the banking industry. The integration of digital channels, data analytics, personalization, and relationship management strategies creates a complex mechanism that warrants further investigation. Understanding this influence is essential for banks seeking sustainable competitive advantage in the digital economy.

Therefore, this study aims to analyze the influence of digital marketing strategies on customer loyalty in the banking industry. By examining the roles of digital service quality, customer experience, trust,



satisfaction, and CRM practices, this research contributes to the development of a comprehensive framework for strengthening customer loyalty in the era of digital banking.

## **2. LITERATURE REVIEW**

### **2.1. Digital Marketing Strategy in the Banking Industry**

Digital marketing strategy refers to the integration of digital technologies and online platforms to create, communicate, and deliver value to customers. In the banking industry, digital marketing encompasses social media engagement, mobile banking applications, personalized email campaigns, data-driven targeting, online customer support, and integrated customer journey management. Unlike traditional marketing, digital strategies emphasize interactivity, personalization, and real-time communication.

Lemon and Verhoef (2016) argue that digital environments reshape the customer journey by introducing multiple touchpoints across pre-purchase, purchase, and post-purchase stages. Banks must strategically manage these touchpoints to create consistent and positive customer experiences. Furthermore, customer engagement has emerged as a new paradigm in customer management, highlighting the importance of interactive and relational exchanges between firms and customers (Verhoef et al., 2010).

In digital banking contexts, CRM systems enable banks to collect and analyze customer data to deliver personalized offerings and tailored communications (Reinartz et al., 2004). Effective digital marketing strategies therefore integrate service quality, engagement, personalization, and relationship management mechanisms to strengthen long-term customer relationships.

### **2.2. Digital Service Quality and Customer Satisfaction**

Service quality remains a foundational determinant of customer satisfaction and loyalty. The SERVQUAL model developed by Parasuraman et al. (1988) conceptualizes service quality through dimensions such as reliability, responsiveness, assurance, empathy, and tangibles. In digital banking, these dimensions translate into system reliability, transaction security, interface usability, responsiveness of online support, and data privacy protection.

Empirical evidence shows that internet banking service quality significantly influences e-customer satisfaction and e-loyalty (Amin, 2016). Similarly, Kim et al. (2020) demonstrate that digital service quality positively affects trust and satisfaction, which in turn strengthen customer loyalty in banking environments. These findings indicate that customer perceptions of digital service excellence are critical for building enduring relationships.

Customer satisfaction represents a customer's evaluation of whether a service meets or exceeds expectations. In digital banking, satisfaction is strongly shaped by ease of use, accessibility, convenience, and personalization (Maskur, 2025). When customers perceive consistent and reliable digital service delivery, they are more likely to develop positive attitudes toward the bank.

### **2.3. Customer Experience and Customer Loyalty**

Customer experience is defined as the cumulative impact of all interactions between a customer and a firm throughout the customer journey (Lemon & Verhoef, 2016). In digital banking, customer experience



includes interactions with mobile apps, websites, chatbots, social media platforms, and digital advertisements.

Research suggests that a well-managed digital customer journey enhances emotional connection and loyalty intentions (Yusdasani, 2025). Positive online customer experiences create perceived value and reduce switching intentions. Verhoef et al. (2010) emphasize that customer engagement and interactive experiences strengthen relational bonds, ultimately influencing loyalty outcomes.

Customer loyalty in the banking industry refers to a customer's intention to maintain a relationship, continue transactions, and recommend the bank to others. Loyalty extends beyond behavioral repetition to include attitudinal commitment and advocacy.

#### **2.4. Digital Marketing Strategy and Customer Loyalty**

Digital marketing strategies influence loyalty both directly and indirectly. Directly, digital engagement and personalized communication enhance emotional attachment. Indirectly, digital service quality improves satisfaction and trust, which subsequently increase loyalty (Amin, 2016; Kim et al., 2020).

CRM-driven personalization strengthens perceived relevance and relational closeness, improving retention rates (Reinartz et al., 2004). Furthermore, consistent management of customer touchpoints across digital platforms enhances overall customer experience, which is a strong predictor of loyalty (Lemon & Verhoef, 2016).

Based on the theoretical and empirical evidence, digital marketing strategy can be conceptualized as a multidimensional construct influencing customer loyalty through service quality, satisfaction, trust, and customer experience mechanisms.

#### **2.5. Hypothesis Development**

Based on the literature review, the following hypotheses are proposed:

H1: Digital marketing strategy has a positive effect on digital service quality.

H2: Digital service quality has a positive effect on customer satisfaction.

H3: Digital service quality has a positive effect on customer loyalty.

H4: Customer satisfaction has a positive effect on customer loyalty.

H5: Digital marketing strategy has a positive effect on customer experience.

H6: Customer experience has a positive effect on customer loyalty.

H7: Digital marketing strategy has a positive direct effect on customer loyalty.

H8: Customer satisfaction mediates the relationship between digital service quality and customer loyalty.

H9: Customer experience mediates the relationship between digital marketing strategy and customer loyalty..



### **3. RESEARCH METHODS**

This study adopts a quantitative research approach with a cross-sectional survey design to examine the influence of digital marketing strategy on customer loyalty in the banking industry. The research focuses on customers who actively use digital banking services, including mobile banking and internet banking platforms, provided by commercial banks. The target population consists of individual customers who have used digital banking services for at least six months, ensuring that respondents possess sufficient experience to evaluate digital marketing initiatives, service quality, and overall banking interactions. A purposive sampling technique is employed to select respondents who meet these criteria. The minimum sample size is determined based on the requirements of Structural Equation Modeling (SEM), following the rule of ten times the largest number of structural paths directed at a particular construct, with an expected sample of at least 200 respondents to ensure statistical robustness.

Primary data are collected through a structured questionnaire distributed online. The instrument uses a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Measurement items are adapted from established and validated scales in prior studies to ensure content validity. Digital service quality is measured based on the SERVQUAL framework developed by Parasuraman et al. (1988), adapted to digital banking contexts (e.g., reliability, responsiveness, assurance, system security, and ease of use). Customer experience is measured using the customer journey perspective proposed by Lemon and Verhoef (2016), capturing perceptions across multiple digital touchpoints. Customer engagement and relational aspects are adapted from Verhoef et al. (2010), while CRM effectiveness items are based on Reinartz et al. (2004). Customer satisfaction and customer loyalty constructs are adapted from Amin (2016) and Kim et al. (2020), including indicators such as repeat usage intention, recommendation intention, and long-term relationship commitment.

Data analysis is conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS), which is suitable for complex predictive models with multiple latent constructs and mediation effects. The analysis procedure consists of two stages: assessment of the measurement model and assessment of the structural model. The measurement model is evaluated through convergent validity (factor loadings  $> 0.70$ , Average Variance Extracted  $> 0.50$ ), discriminant validity (Fornell–Larcker criterion and HTMT ratio), and reliability testing (Composite Reliability and Cronbach’s Alpha  $> 0.70$ ). The structural model is examined using path coefficients, t-statistics obtained through bootstrapping (5,000 resamples), coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), predictive relevance ( $Q^2$ ), and mediation analysis to test indirect effects. This methodological approach ensures rigorous hypothesis testing and provides comprehensive insights into the direct and indirect relationships between digital marketing strategy and customer loyalty in the banking industry..

### **4. RESULTS AND DISCUSSION**

#### **4.1. Respondent Characteristics**

Before conducting hypothesis testing, it is important to describe the demographic profile of the respondents to provide an overview of the sample used in this study. A total of 250 valid responses were



collected from customers who have actively used digital banking services for at least six months. The respondents were categorized based on gender, age, education level, occupation, and frequency of digital banking usage.

The distribution of respondent characteristics is presented in Table 1

Table 1. Respondent Characteristics (N = 250)

<b>Characteristic</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>	Male	120	48.0
	Female	130	52.0
<b>Age</b>	18–25 years	70	28.0
	26–35 years	95	38.0
	36–45 years	55	22.0
	>45 years	30	12.0
<b>Education Level</b>	High School	40	16.0
	Bachelor’s Degree	150	60.0
	Master’s Degree	50	20.0
	Doctoral Degree	10	4.0
<b>Occupation</b>	Student	45	18.0
	Private Employee	110	44.0
	Entrepreneur	50	20.0
	Civil Servant	30	12.0
	Others	15	6.0
<b>Frequency of Digital Banking Usage</b>	1–3 times/week	60	24.0
	4–6 times/week	85	34.0



Source : Data Processed 2025

As shown in Table 1, female respondents (52%) slightly outnumber male respondents (48%), indicating relatively balanced gender representation. The majority of respondents fall within the 26–35 years age group (38%), followed by the 18–25 years group (28%), suggesting that digital banking users are predominantly young adults. In terms of education, most respondents hold a Bachelor’s degree (60%), indicating a relatively well-educated sample.

Regarding occupation, private employees represent the largest group (44%), followed by entrepreneurs (20%) and students (18%). This distribution reflects the dominance of working-age individuals who rely on digital banking for daily financial transactions. Furthermore, 42% of respondents reported using digital banking services daily, while 34% use them 4–6 times per week. This high usage frequency indicates that respondents have substantial experience with digital banking platforms, making them appropriate subjects for evaluating digital marketing strategies and their influence on customer loyalty.

Overall, the respondent profile demonstrates that the sample consists largely of active, digitally literate banking customers, thereby supporting the validity of subsequent analyses regarding digital marketing strategy and customer loyalty.

#### 4.2. Measurement Model Assessment

Before testing the structural relationships, the measurement model was evaluated to ensure the reliability and validity of the constructs. The assessment included convergent validity, internal consistency reliability, and discriminant validity. Convergent validity was examined using factor loadings and Average Variance Extracted (AVE). All indicator loadings exceeded the recommended threshold of 0.70, indicating strong item reliability. The AVE values for all constructs were above 0.50, confirming adequate convergent validity. Internal consistency reliability was assessed using Cronbach’s Alpha (CA) and Composite Reliability (CR), with all values exceeding 0.70, demonstrating satisfactory reliability.

The results of the measurement model evaluation are presented in Table 2.

**Table 2. Reliability and Convergent Validity**

Construct	Cronbach’s Alpha	Composite Reliability (CR)	AVE
Digital Marketing Strategy (DMS)	0.892	0.919	0.654
Digital Service Quality (DSQ)	0.910	0.931	0.693
Customer Experience (CE)	0.887	0.916	0.646
Customer Satisfaction (CS)	0.865	0.903	0.700
Customer Loyalty (CL)	0.901	0.927	0.718

Source : Data Processed 2025



As shown in Table 2, all constructs demonstrate strong internal consistency, with Composite Reliability values ranging from 0.903 to 0.931. AVE values range from 0.646 to 0.718, exceeding the minimum requirement of 0.50, thereby confirming convergent validity.

Discriminant validity was assessed using the Fornell–Larcker criterion and the Heterotrait–Monotrait ratio (HTMT). The square root of AVE for each construct was greater than its correlations with other constructs, and all HTMT values were below 0.90, confirming adequate discriminant validity. These results indicate that the measurement model is both reliable and valid for further structural analysis.

### 4.3. Structural Model Assessment

After confirming the adequacy of the measurement model, the structural model was evaluated to test the proposed hypotheses. Bootstrapping with 5,000 resamples was conducted to assess the significance of path coefficients. The coefficient of determination ( $R^2$ ) values indicate the model’s explanatory power.

The  $R^2$  values show that Digital Service Quality ( $R^2 = 0.56$ ), Customer Experience ( $R^2 = 0.49$ ), Customer Satisfaction ( $R^2 = 0.61$ ), and Customer Loyalty ( $R^2 = 0.68$ ) are substantially explained by their respective predictor variables. An  $R^2$  value of 0.68 for Customer Loyalty indicates strong explanatory power.

The structural model results are presented in Table 3.

**Table 3. Hypothesis Testing Results**

Hypothesis	Path	$\beta$	t-value	p-value	Result
H1	DMS → DSQ	0.748	15.632	0.000	Supported
H2	DSQ → CS	0.512	8.941	0.000	Supported
H3	DSQ → CL	0.221	3.487	0.001	Supported
H4	CS → CL	0.436	7.912	0.000	Supported
H5	DMS → CE	0.701	13.284	0.000	Supported
H6	CE → CL	0.298	4.965	0.000	Supported
H7	DMS → CL	0.187	2.954	0.003	Supported

Source : Data Processed 2025

As shown in Table 3, all direct hypotheses are statistically significant ( $p < 0.05$ ). Digital Marketing Strategy has a strong positive effect on Digital Service Quality ( $\beta = 0.748$ ) and Customer Experience ( $\beta = 0.701$ ). Digital Service Quality significantly influences Customer Satisfaction ( $\beta = 0.512$ ) and Customer Loyalty ( $\beta = 0.221$ ). Customer Satisfaction ( $\beta = 0.436$ ) and Customer Experience ( $\beta = 0.298$ ) both positively influence Customer Loyalty. Additionally, Digital Marketing Strategy has a significant direct effect on Customer Loyalty ( $\beta = 0.187$ ), indicating partial mediation effects.



#### 4.4. Mediation Analysis

To examine indirect effects, mediation testing was conducted using bootstrapping procedures. The results are presented in Table 4.

Table 4. Mediation Effects

Indirect Path	$\beta$	t-value	p-value	Mediation Type
DSQ → CS → CL	0.223	6.845	0.000	Partial Mediation
DMS → CE → CL	0.209	4.712	0.000	Partial Mediation

Source : Data Processed 2025

The results indicate that Customer Satisfaction partially mediates the relationship between Digital Service Quality and Customer Loyalty. Similarly, Customer Experience partially mediates the relationship between Digital Marketing Strategy and Customer Loyalty. Since the direct paths remain significant alongside the indirect paths, the mediation is classified as partial.

Overall, the findings confirm that digital marketing strategy plays a critical role in enhancing digital service quality, customer experience, and satisfaction, which collectively strengthen customer loyalty in the banking industry. The model demonstrates strong predictive power and provides empirical evidence supporting the strategic importance of integrated digital marketing initiatives in fostering long-term customer relationships.

#### 4.4. Discussion

This study aims to examine the influence of digital marketing strategy on customer loyalty in the banking industry by integrating digital service quality, customer experience, and customer satisfaction into a comprehensive structural model. The findings provide strong empirical support for the proposed hypotheses and contribute to a deeper understanding of how digital strategies shape long-term customer relationships in the context of digital banking.

First, the results demonstrate that digital marketing strategy has a significant positive effect on digital service quality and customer experience. This finding reinforces the argument that digital marketing is no longer limited to promotional communication but functions as an integrated system shaping customers' perceptions of service performance across multiple touchpoints (Lemon & Verhoef, 2016). By leveraging personalization, CRM systems, mobile applications, and interactive platforms, banks are able to enhance perceived reliability, responsiveness, and system assurance. This aligns with Reinartz et al. (2004), who emphasize that data-driven CRM processes improve relational performance and customer evaluation of services.

Second, digital service quality significantly influences both customer satisfaction and customer loyalty. These findings confirm the enduring relevance of service quality theory in digital contexts (Parasuraman et al., 1988). Consistent with Amin (2016) and Kim et al. (2020), this study demonstrates that



when customers perceive digital banking platforms as secure, reliable, and easy to use, they are more satisfied and more likely to remain loyal. Although the direct effect of digital service quality on loyalty is significant, its impact is stronger when mediated by satisfaction, indicating that emotional evaluation plays a critical role in loyalty formation.

Third, customer satisfaction has a strong positive effect on customer loyalty. This result supports the traditional satisfaction–loyalty paradigm, suggesting that satisfied customers are more likely to engage in repeat transactions, maintain long-term relationships, and recommend the bank to others. In digital banking, satisfaction arises not only from functional service performance but also from convenience, speed, and personalization. The high explanatory power ( $R^2 = 0.68$ ) for customer loyalty indicates that satisfaction, along with experience and service quality, substantially determines loyalty outcomes.

Fourth, customer experience significantly affects customer loyalty and partially mediates the relationship between digital marketing strategy and loyalty. This finding highlights the strategic importance of managing the entire digital customer journey. As proposed by Lemon and Verhoef (2016), customer experience is cumulative and shaped across multiple interactions. The results suggest that well-coordinated digital touchpoints such as mobile app usability, social media responsiveness, and seamless online transactions strengthen emotional attachment and reduce switching intentions. This supports the customer engagement perspective of Verhoef et al. (2010), which emphasizes interactive relationships as a driver of loyalty.

Importantly, digital marketing strategy also shows a direct positive effect on customer loyalty, even after accounting for mediating variables. This indicates that digital engagement and personalized communication may directly foster relational commitment and brand attachment beyond functional service evaluations. However, because both customer satisfaction and customer experience partially mediate the relationship, loyalty formation appears to be both cognitive (service evaluation), affective (satisfaction), and experiential in nature.

Overall, the findings suggest that banks should adopt an integrated digital marketing approach that combines high-quality digital services, personalized CRM systems, and consistent customer experience management. Loyalty in the digital banking era is not built solely on transactional efficiency but on the holistic management of digital interactions. These results contribute to the growing body of literature on digital transformation in banking by empirically confirming the multidimensional pathways through which digital marketing strategies enhance customer loyalty.

## **5. CONCLUSION**

This study examines the influence of digital marketing strategy on customer loyalty in the banking industry by integrating digital service quality, customer experience, and customer satisfaction into a comprehensive structural framework. The findings provide strong empirical evidence that digital marketing strategy plays a crucial role in strengthening customer loyalty, both directly and indirectly.

The results confirm that digital marketing strategy significantly enhances digital service quality and customer experience. These two variables, in turn, significantly influence customer satisfaction and customer loyalty. Customer satisfaction and customer experience are proven to partially mediate the relationship between digital marketing strategy and customer loyalty, indicating that loyalty formation in digital banking is a multidimensional process involving cognitive evaluations, emotional responses, and experiential



perceptions. Furthermore, the model demonstrates substantial explanatory power, suggesting that integrated digital strategies are key determinants of loyalty in contemporary banking environments.

Theoretically, this study contributes to the literature by extending traditional service quality and satisfaction–loyalty frameworks into the digital marketing context. By incorporating customer journey and CRM perspectives, this research provides a more holistic explanation of how digital transformation reshapes customer relationship dynamics in banking. The findings reinforce the importance of managing digital touchpoints consistently and strategically to create sustainable competitive advantage.

From a managerial perspective, the results imply that banks should not treat digital marketing merely as a promotional tool, but as an integrated strategic system that enhances service reliability, personalization, responsiveness, and customer engagement. Investments in secure and user-friendly digital platforms, data-driven CRM systems, and seamless omnichannel experiences are essential for strengthening customer satisfaction and long-term loyalty. Banks that successfully align digital marketing initiatives with customer experience management are more likely to retain customers and increase advocacy in an increasingly competitive digital landscape.

Despite its contributions, this study has limitations. The cross-sectional design limits causal inference, and the focus on a specific banking context may reduce generalizability. Future research may employ longitudinal approaches, comparative cross-country studies, or incorporate moderating variables such as digital literacy, trust, or perceived risk to further enrich the model.

In conclusion, digital marketing strategy is a fundamental driver of customer loyalty in the banking industry. Through the enhancement of digital service quality, customer experience, and satisfaction, banks can foster stronger relational bonds and achieve sustainable performance in the era of digital transformation..

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